

# **Strategic Plan for Outdoor Recreation in the Chattanooga Region**

## **FINAL REPORT**

- **Preface**
- **Organizing Document**
- **Synthesis of Public Ideas and Comments**
- **Research Component**

**March 2004**

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Final Report — March 2004**

**Section I**

**PREFACE**

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# **Strategic Plan for Outdoor Recreation in the Chattanooga Region**

## **Section I PREFACE**

In May 2003, as part of his State of The City address, City of Chattanooga Mayor Bob Corker announced his intention to create a program that would establish the Chattanooga region as a nationally known venue for outdoor recreation. Calling it the “Outdoor Initiative”, Mayor Corker assigned to the City’s Department of Parks, Recreation Arts & Culture, the task of commissioning a Strategic Plan.

During the summer of 2003, a Request for Proposals was put together and a national search for a consultant firm was undertaken. QL Consulting, Inc, of Amherst, Massachusetts was selected to design and facilitate a citizen-based process to develop a “Strategic Plan for Outdoor Recreation in the Chattanooga Region”. A representative “Core Planning Team” was formed to advise the process, and a larger advisory “Steering Committee” was created to provide a close connection to community stakeholders.

From November 2003 through February 2004, a series of public meetings and “stakeholder input sessions” were convened (see Table next page) to secure ideas and comments from the public. The input provided by the citizens of the region were recorded and synthesized into several documents (See Section III).

Throughout the project period, the consultant reviewed and reported on existing market studies in order to provide an understanding of the national, regional and local participation trends in Outdoor Recreation. As well, the consultant team conducted primary field research to develop a comparative analysis of characteristics related to five major local-area regions across the country that are known for their outdoor recreation lifestyles. The findings of this research component are presented in Section IV.

At a Public Meeting convened on January 15, 2004, Mayor Corker accepted an interim recommendation of the Steering Committee and consultants, that the Outdoor Initiative should proceed with the creation of an independent mechanism whose vision, mission and strategic orientation would reflect and be consistent with findings from the citizen input and research.

During the month of February 2004, the project Steering Committee met several times and prepared an Organizing Document for the Outdoor Recreation Initiative (See Section II). This culminating effort is based on the citizen ideas and comments and the research findings, coupled with a number of interim advisory reports prepared by the consultants. It is the foundation of the further development of the Outdoor Recreation Initiative as an enduring new aspect of the revitalization of the Chattanooga region as a vibrant and healthy place to live and work!

**TABLE**  
**Strategic Plan for Outdoor Recreation in the Chattanooga Region**  
**Public Process Meetings**

<b>Group</b>	<b>Date (2003)</b>	<b>Nature of Convening</b>	<b>Number of Participants</b>	<b>Nature of Discussion</b>
<b>General Public</b>	11/03	Open Public meeting	~800	Structured Table Discussions
<b>Enthusiasts</b>	11/18	Data and Opinion Gathering	~200	Structured responses to pre-set questions
<b>Business Owners</b>	11/19	Stakeholder Input Session	15	Structured Facilitation 44 ideas generated
<b>Education</b>	11/20	Stakeholder Input Session	13	Structured Facilitation 32 ideas generated
<b>External Marketing</b>	11/20	Stakeholder Input Session	14	Structured Facilitation 48 ideas generated
<b>Community-Based Groups</b>	11/21	Stakeholder Input Session	17	Structured Facilitation 38 ideas generated
<b>Conservationists</b>	12/01	Stakeholder Input Session	18	Structured Facilitation 35 ideas generated
<b>Enthusiasts</b>	12/01	Follow-Up to November 18 Mtg. with Enthusiasts	25+	Focused Discussion on Selected Issues
<b>Media</b>	12/02	Stakeholder Input Session	13	Structured Facilitation 34 ideas generated
<b>City Councilors</b>	12/02	Individual/Group meetings with consultant	6	Open Discussion
<b>Landowners</b>	12/03	Stakeholder Input Session	24	Structured Facilitation 35 ideas generated
<b>City Department Heads</b>	12/03	Group Meeting with consultant	10	Open Discussion
<b>Steering Committee</b>	01/06/2004	Program Planning Session	60	Presentation and Structured Work Session
<b>General Public</b>	01/15/2004	Open Public meeting	~650	Presentation
<b>Steering Committee</b>	02/2004	Program Work Sessions	~20	Four weekly sessions

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**Section II**

**ORGANIZING DOCUMENT**

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## **Chattanooga Regional Outdoor Recreation & Education Initiative**

### **Section I ORGANIZING DOCUMENT**

#### **Preamble**

Outdoor Recreation encompasses a wide range of healthful activities, which are undertaken in special natural and built environments. The Chattanooga region is blessed with a rich inventory of such natural and built resources, as well as a growing community of outdoor recreation enthusiasts. As such, outdoor recreation has emerged as a core component of the fabric of life in the Chattanooga region.

Any effort that expands responsible participation in outdoor recreation by all segments of our regional population, while also sustaining our natural and built amenities for appropriate recreational uses, will accrue significant positive impact on the quality of life and economy of our region.

#### **Mandate:**

Over the past decade, the Chattanooga region has gained a considerable reputation for its many outdoor activities and amenities, and for its environmental and conservation efforts. In May 2003, the Mayor of Chattanooga initiated a citizen-based process that established a *Strategic Plan for Outdoor Recreation in the Chattanooga Region*. This comprehensive initiative was shaped during a region-wide planning effort (October 2003 – January 2004), in which well over 1,000 citizens participated, sharing their ideas and concerns in a series of public meetings and intensive work sessions.

The Outdoor Recreation Initiative calls for the establishment of a regional mechanism and facilities dedicated to the recreational use, education and stewardship of the region's natural areas. Beginning in 2004 with the creation of the mechanism and initial programmatic efforts, the initiative will become a permanent component of the regional Chattanooga experience.

#### **What Are We**

The Initiative is an independent not-for-profit partnership of public and private interests. We are representative and inclusive of the many and diverse stakeholders who comprise the region's outdoor recreation system. We are a leadership organization for the region, fulfilling our goals with an operating style that is primarily facilitative, helping build the capacity of our component stakeholders (i.e. outdoor recreation enthusiasts and their clubs, landowners, businesses related to outdoor recreation, natural resource conservationists, related civic organizations and government agencies, etc); and, when necessary, programmatic -- directly implementing programs and services for specific needs and constituents.

## **The Values We Hold**

The Initiative will conduct its operations, programs and services in keeping with the following values:

- |   |   |
|---|---|
| <b>Stewardship</b>                                | We promote “Integrity of Ecology” and “Respect for Place” as critical values to enhance and sustain the sensitive natural and built amenities that are affected by recreational use.  |
| <b>Systemic</b>                                   | We consider ourselves to be a serious player in building the region’s quality of life. As a thread that weaves throughout the fabric of regional community development, we will intersect with the interests of a variety of community sectors, programs and services.  |
| <b>Inclusive</b>                                  | Every segment of our population in every geographic area of the region – especially underserved populations -- should have the opportunity to participate in and benefit from outdoor recreation activities, regardless of their starting skill level, physical capability, or financial capacity.  |
| <b>Safe and<br/>Appropriate<br/>Participation</b> | Outdoor recreation activities should be undertaken safely, with appropriate skills training, proper equipment, and a sensibility for the activity, as well as respect for environment in which the activity is taking place.  |
| <b>Action<br/>through<br/>Partnership</b>         | The continuing fulfillment of our mission and goals can be achieved only with the active participation and “ownership” by the many stakeholding interests that comprise the region’s Outdoor Recreation System. We will cooperate and communicate within an associate framework in order to optimize the significant efforts already underway in business, tourism, education, research and conservation. |

## **Mission**

The Chattanooga Regional Outdoor Recreation & Education Initiative (“The Initiative”) will make outdoor recreation an attractive, healthy, and distinguishing lifestyle for its resident and visitor populations, which, in turn, will maintain and enhance the value of the region’s natural and built resources, and help grow the region’s economy.

## Goals

The goals of The Initiative will be

- To assure that all segments of the region's population have access to and are benefiting from knowledgeable, safe and environmentally respectful participation in outdoor recreation activities at quality outdoor venues; and
- To stimulate economic activity by creating a signature outdoor lifestyle that attracts to this region entrepreneurs and their businesses; visitors; and businesses related to that lifestyle.

## Objectives

- Improve the health and wellness of the region's population through greater participation in outdoor activities;
- Advance education and training as it relates to outdoor recreation activities, and natural/heritage resource stewardship and conservation;
- Serve as the region's primary clearing house of information, research and resources related to outdoor recreation;
- Assure access and availability of suitable outdoor recreation venues and activities for all segments of the population;
- Encourage and promote proper and coordinated management, conservation, maintenance and upkeep of resources used for outdoor recreation;
- Generate unity and collaborative action between and among the diverse stakeholding interests for outdoor activities and amenities;
- Encourage a supportive local climate for business and economic development related to the outdoors;
- Establish Chattanooga region as a well-known site for outdoor events and competitions;
- Promote the values and mission of the Initiative and our region's exemplary outdoor amenities (marketing); and
- Advocate for greater public sector involvement, support and services (government relations) for outdoor activities and related venues.

## Organizational Style

Through its organizational structure (see below), the Initiative will facilitate action through partnerships rather than through direct program implementation. As such, the primary *modus operandi* of the Initiative will be to convene meetings and interactions between and among associated stakeholder and partner groups; to encourage and organize these others to take action; and to identify and help find resources for others to use in taking action. In situations where the demand and circumstances call for a new



program for which no implementation partners are found, the Initiative may decide to secure the necessary resources (financial, human, material, etc.) in order for itself to be the direct program sponsor/implementer.

### **[Initial] Organizational Structure**

**Board.** The day-to-day governance of the Initiative shall be undertaken by a small voluntary governing Board (proposed: 7-9 individuals). The initial Board will be appointed by the Mayor of Chattanooga, and will, as soon as possible, become a self-perpetuating body. The Board shall meet at least monthly. The initial mandate of the Board will be to (1) prepare by-laws and procedures for its own operations; (2) prepare a business plan for its activities; (3) establish a fully embellished structure for the Initiative as a whole; and (4) legally formalize its organizational status.

**Committees and Advisory Groups (see pages following).** A set of Standing Committees will be established to address with the primary functional concerns of the Initiative relating to the outdoors. A set of Partner Advisory Groups will also be appointed to engage targeted external “partners” in the mission and goals of the Initiative. These Committees and Groups will be populated by members of the Board, key stakeholder representatives, and knowledgeable citizens at-large. The aggregate membership of all Standing Committees and Advisory Groups will convene in plenary on a regular basis (proposed: quarterly) with the Board, to collectively review, comment on, and discuss the status and progress of the Initiative.

**Staff and Office.** The Initiative will be staffed and housed appropriate to its needs, but at a minimum, by an Executive Director, and a support person. The Executive Director will be a seasoned community development professional, versed in the dynamics of nonprofit management, quality-of-life enhancement, outdoor recreation, natural resource conservation, community education, events management, marketing, resource development, and public advocacy. While the Executive Director needs to be an articulate and compelling champion for the Initiative, his/her leadership style shall be facilitative and responsive to the needs of the stakeholder interests that are encompassed by the Initiative, including underserved populations.

### PROPOSED STANDING COMMITTEES

These committees deal with the primary functional concerns of the Initiative.

<u>Committee</u>	<u>Areas of Concern</u>	<u>Players</u>
<b>Education</b>	<ul style="list-style-type: none"> <li>• Environmental Education</li> <li>• Skills Training (clinics)</li> </ul>	<ul style="list-style-type: none"> <li>• Public and private school systems;</li> <li>• Higher education;</li> <li>• Public and private community education programs;</li> <li>• Enthusiasts and their clubs;</li> </ul>
<b>Access and Resource Management</b>	<ul style="list-style-type: none"> <li>• Increasing appropriate availability of existing and new venues and sites;</li> <li>• Assuring that outdoor recreation venues and resources are maintained and conserved in light of increased participation.</li> <li>• Overcoming barriers to wider community participation;</li> <li>• Infrastructure improvements (parking, signage, transportation, public safety, etc.);</li> </ul>	<ul style="list-style-type: none"> <li>• Enthusiasts and their clubs;</li> <li>• Landowners and conservationists;</li> <li>• Governmental agencies;</li> <li>• Community groups</li> </ul>
<b>Program</b>	<ul style="list-style-type: none"> <li>• Events and competitions</li> <li>• Community-based outdoor activities</li> </ul>	<ul style="list-style-type: none"> <li>• Enthusiasts and their clubs;</li> <li>• Impresario's (producers/organizers)</li> <li>• Sponsors</li> <li>• Community-based organizations</li> </ul>
<b>Marketing</b>	<ul style="list-style-type: none"> <li>• Promoting the Initiative within the region</li> <li>• Clearing-house of information</li> <li>• Promoting the Initiative outside the region</li> </ul>	<ul style="list-style-type: none"> <li>• Enthusiasts and their clubs;</li> <li>• The Media;</li> <li>• Advertising and PR agencies;</li> <li>• Landowners;</li> <li>• Outdoor recreation programming agencies and businesses.</li> <li>•</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Fundraising</li> <li>• Grants</li> <li>• Earned Revenue</li> <li>• Sponsorships</li> <li>• Contracts</li> <li>• Dues</li> </ul>	<ul style="list-style-type: none"> <li>• Foundations</li> <li>• Govt. Agencies</li> <li>• Sponsors</li> <li>•</li> </ul>

### **PROPOSED PARTNER ADVISORY GROUPS**

These groups deal with the involvement and concerns of targeted “partner” sectors

<b><u>Advisory Group</u></b>	<b><u>Areas of Concern</u></b>	<b><u>Partners</u></b>
<b>Health and Wellness</b>	<ul style="list-style-type: none"><li>• Greater participation of the regional resident population in outdoor activity;</li><li>• Metrics and measurement of results;</li><li>• Sponsorship of activities facilitated or organized by the Initiative.</li></ul>	<ul style="list-style-type: none"><li>• Hospitals</li><li>• Insurance Companies</li><li>• Medical Societies</li><li>• Fitness organizations</li><li>• Private companies specializing in health and wellness</li></ul>
<b>Business and Economic Development</b>	<ul style="list-style-type: none"><li>• Leisure tourist participation;</li><li>• Conference and Conventions;</li><li>• Retention and expansion of existing businesses;</li><li>• Recruitment of new business and industry;</li></ul>	<ul style="list-style-type: none"><li>• Convention and Visitor Bureaus</li><li>• Chambers of Commerce</li><li>• Economic Development Groups</li><li>• Outdoor recreation Business enterprises</li><li>• Private companies specializing in business and economic development</li></ul>
<b>Government Relations</b>	<ul style="list-style-type: none"><li>• “Getting On Board”</li><li>• Laws</li><li>• Access</li><li>• Services</li><li>• Programs</li><li>• Funding</li><li>• Resource management</li></ul>	<ul style="list-style-type: none"><li>• Municipal, County and State and Federal units of government (including agencies, departments and commissions).</li></ul>

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**Section III**

**SYNTHESIS OF PUBLIC  
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## **Section III**

### **SYNTHESIS OF PUBLIC IDEAS AND COMMENTS**

#### **Table of Subsections**

##### **Section III.1**

##### **PRIORITY IDEAS GENERATED AT STAKEHOLDER INPUT SESSIONS**

**(November 18-21, 2003 and December 1-3, 2003)**

- By stakeholder group
- By order of priority
- By Theme of Concern

##### **Section III.2**

##### **MATERIALS GENERATED BY ENTHUSIASTS**

**(NOVEMBER 18, 2003)**

- Special Venues in the Region
- Increasing Resident Participation in Outdoor Recreation
- Increasing Visitor Participation in Outdoor Recreation
- Dealing With Access Issues
- Dealing With Other Issues

##### **Section III.3**

##### **MATERIALS GENERATED AT THE FIRST PUBLIC MEETING**

**(NOVEMBER 3, 2003)**

- Issues that Should be Considered in the Planning Process
- What works and Doesn't Work

##### **Section III.4**

##### **OTHER COMMENTS AND IDEAS**

##### **GENERATED DURING THE PLANNING PROCESS**

- Ideas from the Stakeholder Input Sessions that received no priority ranking
- General Comments from the November 3 Public Meeting

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**Section III.1**

**PRIORITY IDEAS GENERATED AT  
STAKEHOLDER INPUT SESSIONS**

**(November 18-21, 2003 and December 1-3, 2003)**

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**Section III.1: PRIORITY IDEAS, STAKEHOLDER SESSIONS**

**PRIORITY IDEAS SORTED BY STAKEHOLDER GROUP**

<b>Sort By Group</b>	<b>Priority Rank</b>	<b>Idea</b>	<b>Theme of Concern</b>
Business Owners	1	I wish there was a budget for media advertising (esp. TV, radio, print) for outdoor recreation activities.	Marketing/ Promotion
Business Owners	2	I wish our major corps would include outdoor recreation as part of their wellness programs.	Partnerships
Business Owners	2	What if the city/county provided tax-incentives to open assets that are currently closed?	Public Sector
Business Owners	2	What if the city could provide an umbrella insurance program to protect landowners?	Public Sector
Business Owners	2	We could encourage fed officials to mandate local NPS that outdoor recreation is an important of their & our future.	Public Sector
Business Owners	3	What if we encouraged our local community to support local entrepreneurs?	Econ/Business Development
Business Owners	3	We could Produce a weekly Television program highlighting area activities.	Marketing/ Promotion
Business Owners	3	We could Produce a weekly Television program highlighting area activities.	Media Relations
Business Owners	4	What if we had an adventure center to coordinate outdoor recreation concessionaire activities?	Central Coordination
Business Owners	4	What if the public school system had another program similar to the ones in private school?	Education
Business Owners	4	What if the public school system had another program similar to the ones in private school?	Education
Business Owners	5	What if we had in city venues for outdoor recreation? I.e. climbing, trails, whitewater course.	Facilities and Venues
Business Owners	5	We could encourage local clubs to cross-promote activities.	Marketing/ Promotion
Business Owners	6	I wish local colleges would entertain all outdoor recreation activities.	Education
Business Owners	6	We could address issues that cause landowners to close their land to outdoor recreation activities. (liability , annoyance)	Facilities and Venues
Business Owners	6	We could form a unified monthly newsletter by the clubs.	Marketing/ Promotion
Business Owners	6	We could form a unified monthly newsletter by the clubs.	Partnerships
Business Owners	6	We could Expand the Chattanooga Parks & Recreation's OutVenture Program.	Programming
Business Owners	6	I wish the state collected fees for the activities so that we could be a revenue source.	Public Sector
Business Owners	7	I wish we the business owners could play a stronger role (a forum) to educate consumers in sustainability.	Conservation/ Preservation
Business Owners	7	I wish we had more outdoor recreation retail-trade shows.	Econ/Business Development
Business Owners	7	We could start a coop among local businesses to share expenses.	Econ/Business Development

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**Section III.1: PRIORITY IDEAS, STAKEHOLDER SESSIONS**

Sort By Group	Priority Rank	Idea	Theme of Concern
Business Owners	7	We could build a new park between manufacturers road and Coolidge park.	Facilities and Venues
Business Owners	7	What if we had a local access television station programming and highlighting area outdoor activities continuously?	Marketing/ Promotion
Business Owners	7	We could mark consistently (graphic) or parking areas. (Signage Id) functions.	Marketing/ Promotion
Business Owners	7	I wish the city help sponsor a consumer-based convention related to outdoor recreation.	Marketing/ Promotion
Business Owners	7	What if we become the premier outdoor recreation area in the S.E.	Marketing/ Promotion
Business Owners	7	I wish we the business owners could play a stronger role (a forum) to educate consumers in sustainability.	Marketing/ Promotion
Business Owners	7	What if we had a local access television station programming and highlighting area outdoor activities continuously?	Media Relations
Business Owners	7	We could start a coop among local businesses to share expenses.	Partnerships
Business Owners	7	I wish we the business owners could play a stronger role (a forum) to educate consumers in sustainability.	Partnerships
Business Owners	7	I wish local colleges would increase the significance of outdoor recreation programs.	Partnerships
Business Owners	7	We could have the club presidents form a committee.	Partnerships
Business Owners	7	I wish Chattanooga (no group in particular) could sponsor more various outdoor recreation competitions.	Programming
Business Owners	7	I wish UTC/Chattanooga State could assist in promoting our area's activities.	Programming
Business Owners	7	What if the Public assets determine if they are legit /evaluate their "NO" signs.	Public Sector
Community Groups	1	What if we had a central location for high adventure base for all people? (visitor center for everyone).	Central Coordination
Community Groups	2	What if we had public outdoor recreation equipment available for public loan?	Programming
Community Groups	2	What if we had public outdoor recreation equipment available for public loan?	Public Sector
Community Groups	3	What if we created the accessibility guide based on levels. (Beginner, Intermediate, Advanced)	Inclusion
Community Groups	4	What if we had an "Outdoor Recreation" Day that focuses on this aspect of Quality of Life? (day, week, month)	Programming
Community Groups	4	What if we had sidewalks in all neighborhoods?	Public Sector
Community Groups	5	What if all public schools had adventure based activities.	Education
Community Groups	5	What if early childhood education started with outdoor recreation	Education
Community Groups	5	What if we developed an outdoor recreation program that crosses all the population groups? (cross "cultural")	Inclusion
Community Groups	5	What if have an outdoor adventure fair to learn about those activities.	Marketing/ Promotion
Community Groups	5	What if have an outdoor adventure fair to learn about these activities.	Marketing/ Promotion
Community Groups	6	What if have an outdoor activities month.	Marketing/



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Sort By Group	Priority Rank	Idea	Theme of Concern
			Promotion
Community Groups	7	What if we had a higher ed. degree for outdoor recreation?	Education
Community Groups	7	What if take inner city kids on field trips.	Inclusion
Community Groups	7	What if more children in wheelchairs could actively participate.	Inclusion
Community Groups	7	What if we had an accessibility guide of outdoor recreation opportunities for people with disabilities?	Inclusion
Community Groups	7	What if have competitions for people with disabilities.	Inclusion
Community Groups	7	What if the agencies serving mature populations collaborated on a “Fitness after 50” program?	Inclusion
Community Groups	7	What if have a high profile sports person who would promote recreation.(someone outside of outdoor recreation, but well known, that kids could relate to like a football player, rap star, or movie star who is also a mountain biker)	Marketing/ Promotion
Community Groups	7	What if we rewarded people (recognition) for participating in outdoor recreation activities?	Marketing/ Promotion
Community Groups	7	What if we set up a marketing coop to put this theme out to other places?	Marketing/ Promotion
Community Groups	7	What if the agencies serving mature populations collaborated on a “Fitness after 50” program?	Partnerships
Community Groups	8	What if hold indoor intro/training activities that encourage people to go outdoors.	Education
Community Groups	8	What if we had a mechanism to train people?	Education
Community Groups	8	What if have trained staff who could adapt the activities for the disabled community.	Inclusion
Community Groups	8	What if we brought rural kids into this to work with inner city kids?	Inclusion
Community Groups	8	What if develop a marketing plan that would let social service agencies know how to access these things (calendar, resource listings, and grants available).	Inclusion
Community Groups	8	What if we set up tours to show available resources?	Marketing/ Promotion
Community Groups	8	What if use the enthusiasts, clubs, and retailers for programs that expose those resources.	Marketing/ Promotion
Community Groups	8	What if develop a marketing plan that would let social service agencies know how to access these things (calendar, resource listings, and grants available).	Marketing/ Promotion
Community Groups	8	What if people knew more about existing clubs in the area?	Marketing/ Promotion
Community Groups	8	What if ask existing organizations (e.g.: parks& recreation) in help creating these programs (in partnership with social service agencies or schools)	Partnerships
Community Groups	8	What if develop a marketing plan that would let social service agencies know how to access these things (calendar, resource listings, and grants available).	Partnerships
Conservationists	1	I wish that all new facilities in the outdoor recreation initiative incorporated environmentally friendly design (green bldg materials, alt. Power source, composting toilets, recycling, and pervious services.	Conservation/ Preservation
Conservationists	1	We could create a conservation vision for the region. (See the following ideas linked by this group).	Conservation/

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**Section III.1: PRIORITY IDEAS, STAKEHOLDER SESSIONS**

Sort By Group	Priority Rank	Idea	Theme of Concern
		<ul style="list-style-type: none"> <li>• What if we launched a huge environmental &amp; conservation educational initiative?</li> <li>• I wish formerly adopted a community resolution that we must conserve our cultural and natural resources.</li> <li>• We could conduct a natural resource inventory to identify areas in need of protection and those suitable for recreation use.</li> <li>• We could scientifically assess the status of our resource areas. (sustainable health).</li> <li>• We could make pedestrian connections between our outdoor resources and neighborhoods.</li> <li>• What if all of our recreation, conservation, &amp; historic resources within SMSA (75 mile radius) were connected physically.</li> </ul>	Preservation
Conservationists	2	We could create a resource conservation zone. Land use zoning approach for sensitive resources that need special attention.	Conservation/ Preservation
Conservationists	3	I wish we could use an environmental management systems approach to tie all this together.	Organizational Development
Conservationists	3	I wish we had a physical location to house all conservation organizations.	Partnerships
Conservationists	4	I wish we had a physical location to serve as a clearinghouse on recreation, conservation, and education. Preferably downtown.	Central Coordination
Conservationists	4	We could conduct a natural resource inventory to identify areas in need of protection and those suitable for recreation use. (We could scientifically assess the status of our resource areas. (Sustainable health).)	Clearing House
Conservationists	4	We could tap into the fact that we're in the Bible Belt and work through churches or through stewardship of creation.	Inclusion
Conservationists	5	We could make pedestrian connections between our outdoor resources and neighborhoods.	Access
Conservationists	6	I wish we had a central source for funding (like Allied Arts) so as not to compete.	Central Coordination
Conservationists	6	What if all of our recreation, conservation, & historic resources within SMSA (75 mile radius) were connected physically.	Central Coordination
Conservationists	6	We could do more environmental education for public school kids.	Education
Conservationists	6	I wish we had a central source for funding (like Allied Arts) so as not to compete.	Organizational Development
Conservationists	6	We could refine local government operating policies (consumption/usage) by implementing specifications. E.g. specs for paper purchasing "Pay as you throw" program.	Public Sector
Conservationists	7	We could create a resource dept/division within local government. (generic for all of this.)	Organizational Development
Conservationists	7	We could create a resource dept/division within local government. (generic for all of this.)	Public Sector
Conservationists	8	What if we had a center that demonstrates techniques of environmentally friendly design (green bldg materials, alt. Power source, composting toilets, recycling, and pervious services, etc)	Central Coordination
Conservationists	8	I wish we had a format to share information. Format: channels mechanisms forums.	Clearing House
Conservationists	8	What if we measured and published our resource protection results.	Clearing House

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**Section III.1: PRIORITY IDEAS, STAKEHOLDER SESSIONS**

Sort By Group	Priority Rank	Idea	Theme of Concern
Conservationists	8	We could get buy in or get a coalition of government entities that control the resources for protection of those resources.	Conservation/ Preservation
Conservationists	8	What if we had a center that demonstrates techniques of environmentally friendly design (green bldg materials, alt. Power source, composting toilets, recycling, and pervious services, etc)	Conservation/ Preservation
Conservationists	8	I wish we had a formal mediation process for conflicts between conservation and usage.	Conservation/ Preservation
Conservationists	8	What if there were coupons in the books kids sell in school for environmental resources.	Conservation/ Preservation
Conservationists	8	I wish formerly adopted a community resolution that we must conserve our cultural and natural resources.	Conservation/ Preservation
Conservationists	8	We could have more family outdoor sites like the Riverpark site.	Facilities and Venues
Conservationists	8	We could focus on health benefits of outdoor rec. to bring diverse groups together. Focus: Promote Education.	Inclusion
Conservationists	8	We could preserve and enhance the belief of citizens in the availability of outdoor rec. activities.	Marketing/ Promotion
Conservationists	8	I wish we had a format to share information. Format: channels mechanisms forums.	Partnerships
Conservationists	8	We could get buy in or get a coalition of government entities that control the resources for protection of those resources.	Partnerships
Education	1	I wish outdoor education were required in the curriculum.	Education
Education	1	I wish we had a curriculum that took advantage of the Aquarium, Nature Center, & Discovery Museum.	Education
Education	1	I wish we had a curriculum that took advantage of the Aquarium, Nature Center, & Discovery Museum.	Partnerships
Education	3	I wish we had every 5th grader in the schools going to an outdoor education camp.	Education
Education	3	I wish we had every 5th grader in the schools going to an outdoor education camp.	Programming
Education	4	We could have a mobile task force of college students for credit, working with schools.	Education
Education	4	We could have a mobile task force of college students for credit, working with schools.	Education
Education	5	What if we had a mobile outdoor education “lab”?	Education
Education	5	What if there was a nationally recognized component from private schools to public schools.	Education
Education	6	We could have an outdoor recreation degree at UTC.	Education
Education	7	We could have an outdoor recreation “career” fair. (companies, clubs, guides)	Econ/Business Development
Education	7	What if we had tennis facilities in areas where low income children in.	Facilities and Venues
Education	7	I wish every child was given the same opportunity to participate.	Inclusion
Education	7	What if we had tennis facilities in areas where low income children in.	Inclusion
Education	7	What if we had a family fun day to introduce these activities?	Inclusion
Education	7	What if we had a family fun day to introduce these activities?	Marketing/ Promotion

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**Section III.1: PRIORITY IDEAS, STAKEHOLDER SESSIONS**

Sort By Group	Priority Rank	Idea	Theme of Concern
Education	7	We could incorporate college students and use their assistance.	Organizational Development
Education	7	What if outdoor recreation businesses offered activities for team building and leadership development at special rates for non profits.	Partnerships
Education	7	We could incorporate college students and use their assistance.	Partnerships
Education	8	I wish that funding were available for transportation to reach facilities (buses).	Access
Education	8	We could establish cycling clubs at the high school level.	Education
Education	8	What if educational entities collectively featured a specific activity in the curriculum (e.g. this quarter we are studying “running”)	Education
Education	8	We could train teachers to create relationships with students around outdoor recreation/education.	Education
Education	8	I wish we had more publicity regarding childhood obesity as a problem & how outdoor recreation can address that.	Education
Education	8	I wish we had a way to get enthusiasts interacting with community groups. (a forum)	Inclusion
Education	8	What if we convince the power structure that we could reach children thru outdoor recreation?	Inclusion
Education	8	We could encourage local media and school administrators to celebrate those activities (like they do for teams now).	Marketing/ Promotion
Education	8	We could encourage local media and school administrators to celebrate those activities (like they do for teams now).	Media Relations
Education	8	I wish we had a way to get enthusiasts interacting with community groups. (a forum)	Partnerships
External Marketers	1	What if we had an emblem for outdoor recreation that businesses could apply to their products and packaging?	Marketing/ Promotion
External Marketers	1	What if we developed a TN/GA/AL outdoor recreation pass to generate revenue?	Partnerships
External Marketers	1	What if we had an emblem for outdoor recreation that businesses could apply to their products and packaging?	Partnerships
External Marketers	2	What if we created a 1-stop shop at visitor center – “Gateway to the outdoors”?	Central Coordination
External Marketers	2	What if we created outdoor Chattanooga area Institute? (Institute – outdoor recreation education to community, guests, conferences.)	Central Coordination
External Marketers	2	What if we created outdoor Chattanooga area Institute? (Institute – outdoor recreation education to community, guests, conferences.)	Education
External Marketers	2	We could get the state tourism divisions to collaborate around marketing/advertising segment to tourists.	Partnerships
External Marketers	3	I wish there were kiosks to printout maps, trails, and info, etc.	Marketing/ Promotion
External Marketers	4	I wish we made sure that activities in all 3 states are included to ensure distribution thru state channels.	Marketing/ Promotion
External Marketers	4	What if all the organizations marketing the Chattanooga area met regularly.	Marketing/ Promotion

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Sort By Group	Priority Rank	Idea	Theme of Concern
External Marketers	4	I wish we made sure that activities in all 3 states are included to ensure distribution thru state tourism channels.	Marketing/ Promotion
External Marketers	4	What if all the organizations marketing the Chattanooga area met regularly.	Marketing/ Promotion
External Marketers	4	What if all the organizations marketing the Chattanooga area met regularly.	Partnerships
External Marketers	5	I wish we had a central organization across all activities to plan and organize events and competitions.	Central Coordination
External Marketers	5	I wish we had a central organization across all activities to plan and organize events and competitions.	Programming
External Marketers	6	We could position ourselves as incubators for outdoor recreation mfg companies.	Econ/Business Development
External Marketers	6	We could develop a signature lifestyle package targeted to employees of the business sector. (i.e. brochures and other collateral materials)	Marketing/ Promotion
External Marketers	6	We could create a comprehensive events calendar.	Marketing/ Promotion
External Marketers	6	What if the media were more supportive?	Marketing/ Promotion
External Marketers	6	What if the media were more supportive?	Media Relations
External Marketers	6	We could develop a signature lifestyle package targeted to employees of the business sector. (i.e. brochures and other collateral materials)	Partnerships
External Marketers	7	What if higher ed institutions had outdoor recreation curriculum.	Education
External Marketers	7	What if we had signage designating an outdoor Chattanooga “zone”?	Marketing/ Promotion
External Marketers	7	What if we repositioned Chattanooga On The Move as an outdoor recreation magazine?	Marketing/ Promotion
External Marketers	7	We could create a map for one or two day trips.	Marketing/ Promotion
External Marketers	7	We could create a map to show one-day and or two-day trips.	Marketing/ Promotion
External Marketers	7	What if we used the Weekend section of the paper (to promote)?	Marketing/ Promotion
External Marketers	7	We could get outdoor cable channels to shoot locally.	Marketing/ Promotion
External Marketers	7	What if we repositioned Chattanooga On The Move as an outdoor recreation magazine?	Media Relations
External Marketers	7	What if we used the Weekend section of the paper (to promote)?	Media Relations
External Marketers	7	We could get outdoor cable channels to shoot locally.	Media Relations
External Marketers	7	What if we had a fundraiser for this at one of the venues?	Organizational Development

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Sort By Group	Priority Rank	Idea	Theme of Concern
External Marketers	7	I wish we could fund \$ from the feds.	Organizational Development
External Marketers	7	We could encourage companies to encourage employees to participate.	Partnerships
External Marketers	7	I wish more local companies used our resources for team building and leadership skills.	Partnerships
External Marketers	7	We could create a wellness program marketed to local companies.	Partnerships
External Marketers	7	What if we partnered w/ Keep America Beautiful.	Partnerships
External Marketers	7	I wish we could fund \$ from the feds.	Public Sector
Land Owners	1	What if there were conservation/preservation incentives for private landowners that competed successfully against development/resource extraction incentives.	Conservation/ Preservation
Land Owners	1	What if we adopted a series of laws that conserved our cultural and natural resources as part of the development process?	Conservation/ Preservation
Land Owners	1	What if we fully funded our public management agencies so that we can protect what we have now and allow for future growth and protection?	Conservation/ Preservation
Land Owners	1	What if we could duplicate the resources for Riverfront Trust and allocate them to the needs of an outdoor recreation plan.	Organizational Development
Land Owners	1	What if we fully funded our public management agencies so that we can protect what we have now and allow for future growth and protection?	Public Sector
Land Owners	2	What if we had a mechanism to coordinate and implement (1) a comprehensive inventory of cultural, heritage, and outdoor recreation resources; (2) laws that conserved our cultural and natural resources; and (3) appropriate recreational use of our historic & cultural resources/landscapes.	Central Coordination
Land Owners	3	What if we had the resources to fully implement our greenway plan for Chattanooga and North Georgia?	Conservation/ Preservation
Land Owners	3	I wish we had a publicly held land base that places like Boulder or Asheville has comparable in size.	Public Sector
Land Owners	4	I wish recreational use of our historic & cultural resources/landscapes are appropriate to the sites and events commemorated and to the visitors' experience.	Conservation/ Preservation
Land Owners	5	What if we reserved the wilderness areas on the Cumberland Plateau and preserved them.	Conservation/ Preservation
Land Owners	5	We could make a concerted effort to eradicate invasive exotic species.	Conservation/ Preservation
Land Owners	6	What if we could secure permanent access and conservation on private lands currently being used for recreation?	Access
Land Owners	6	I wish the public could understand that timber is truly a renewable resource, which we cannot do without.	Conservation/ Preservation
Land Owners	6	What if we could secure permanent access and conservation on private lands currently being used for recreation?	Conservation/ Preservation
Land Owners	6	I wish the public could understand that timber is truly a renewable resource, which we cannot do without.	Econ/Business

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Sort By Group	Priority Rank	Idea	Theme of Concern
			Development
Land Owners	7	What if we developed an organization with central offices to coordinate marketing and funding resources?	Central Coordination
Land Owners	7	What if our city/county community sponsored a grand gathering of all involved in outdoor recreation not less than once a year.	Central Coordination
Land Owners	7	I wish we had a comprehensive inventory of cultural, heritage, and outdoor recreation resources that are in our target area within the mandate of our initiative.	Clearing House
Land Owners	7	We could buy more land.	Conservation/ Preservation
Land Owners	7	We could buy more land.	Facilities and Venues
Land Owners	7	I wish we could increase watchable wildlife on all public lands.	Facilities and Venues
Land Owners	7	What if we promoted underutilized resources identified in a comprehensive inventory of resources.	Marketing/ Promotion
Land Owners	7	What if we use the strength existing in this room to make decisions re: the use and distribution of funding resources raised for this effort	Organizational Development
Land Owners	7	What if we put together a partnership of landowners to protect privately held civil war sites.	Partnerships
Land Owners	7	What if our city/county community sponsored a grand gathering of all involved in outdoor recreation not less than once a year.	Public Sector
Land Owners	8	What if we connected all of our public and private land conservation efforts? (Connected: Physically)	Conservation/ Preservation
Land Owners	8	What if we conserved the entire Cumberland Plateau?	Conservation/ Preservation
Land Owners	8	What if we developed and promoted an understanding of our historical landscape and its processes and used ecological restoration as a tool in this endeavor.	Conservation/ Preservation
Land Owners	8	What if we developed and promoted an understanding of our historical landscape and its processes and used ecological restoration as a tool in this endeavor.	Education
Land Owners	8	I wish all abandoned railroad beds were converted to public trails.	Facilities and Venues
Land Owners	8	I wish I had amphitheater that I could make people from passive to active.	Marketing/ Promotion
Media	1	We could establish a one-stop shop for outdoor recreation. (One stop shop: Information Center, fulfillment, physical)	Central Coordination
Media	2	I wish we had a separate organization to coordinate all of this. (All: internet, media source) With a board like chamber. E.g. River City.	Central Coordination
Media	2	I wish we had a separate organization to coordinate all of this. (All: internet, media source) With a board like chamber. E.g. River City.	Organizational Development
Media	3	What if a 30 minute program covering everything we do in outdoor recreation were sponsored or cooped by new and interesting players(e.g. Chattanooga Federation or UTC)	Marketing/ Promotion

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**Section III.1: PRIORITY IDEAS, STAKEHOLDER SESSIONS**

Sort By Group	Priority Rank	Idea	Theme of Concern
Media	3	I wish that the media could put together a 30 minute program covering everything we do in outdoor recreation – media wide promotion. To get people involved this summer.	Media Relations
Media	3	We could partner with the national media (ESPN) to cover local outdoor rec. events	Media Relations
Media	4	We could air in local hotels a 30 minute video program covering everything we do in outdoor recreation in local hotels.	Marketing/ Promotion
Media	4	I wish outdoor users could be better educated on who the media decision-makers are and how they make their decisions.	Media Relations
Media	4	We (the media) could all partner to promote a significant outdoor event. (The Riverbend for outdoor events).	Media Relations
Media	4	We (the media) could all partner to promote a significant outdoor event. (The Riverbend for outdoor events).	Programming
Media	5	We could create a complete online list of what is here and where to find it.	Clearing House
Media	5	We could recruit more outdoor related conventions.	Econ/Business Development
Media	5	We could develop more events and festivals outdoors for families.	Inclusion
Media	5	I wish we (the media) could justify the ROI of covering outdoor recreation. (ROI: get paid advertising)	Media Relations
Media	5	What if outdoor rec. retailers partner with media to justify cost of heightened coverage.	Media Relations
Media	5	We could develop more events and festivals outdoors for families and activities.	Programming
Media	6	I wish we could better educate the population about the benefits of outdoor recreation.	Marketing/ Promotion
Media	6	I wish Chattanooga's natural outdoor resources could be promoted nationally.	Marketing/ Promotion
Media	6	We could all agree to cover outdoor events.	Media Relations
Media	6	We could promote a significant outdoor event as a focused series of events (multi-day/weeks/season).	Media Relations
Media	6	I wish media outlets would take advantage of existing resources.	Media Relations
Media	6	We could get a sponsor to get national media (ESPN) coverage for local outdoor recreation events.	Media Relations
Media	6	I wish we had a diverse group of outdoor rec. advisors to make suggestions about what to do. (Outdoor Rec. Advisors: A board)	Organizational Development
Media	6	We could establish a partnership among local agencies similar to the "Tale for one City" program.	Partnerships
Media	6	What if we used the infrastructure that already existed? (Infrastructure: e.g. mounted patrols being relocated)	Public Sector
Media	6	We could establish a partnership among local agencies similar to the "Tale for one City" program.	Public Sector



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**PRIORITY IDEAS SORTED BY PRIORITY RANK**

Sort By Priority Rank	Group	Idea	Theme of Concern
1	Business Owners	I wish there was a budget for media advertising (esp. TV, radio, print) for outdoor recreation activities.	Marketing/ Promotion
1	Community Groups	What if we had a central location for high adventure base for all people? (visitor center for everyone).	Central Coordination
1	Conservationists	I wish that all new facilities in the outdoor recreation initiative incorporated environmentally friendly design (green bldg materials, alt. Power source, composting toilets, recycling, and pervious services.	Conservation/ Preservation
1	Conservationists	We could create a conservation vision for the region. (See the following ideas linked by this group). <ul style="list-style-type: none"> <li>• What if we launched a huge environmental &amp; conservation educational initiative?</li> <li>• I wish formerly adopted a community resolution that we must conserve our cultural and natural resources.</li> <li>• We could conduct a natural resource inventory to identify areas in need of protection and those suitable for recreation use.</li> <li>• We could scientifically assess the status of our resource areas. (sustainable health).</li> <li>• We could make pedestrian connections between our outdoor resources and neighborhoods.</li> <li>• What if all of our recreation, conservation, &amp; historic resources within SMSA (75 mile radius) were connected physically.</li> </ul>	Conservation/ Preservation
1	Education	I wish outdoor education were required in the curriculum.	Education
1	Education	I wish we had a curriculum that took advantage of the Aquarium, Nature Center, & Discovery Museum.	Education
1	Education	I wish we had a curriculum that took advantage of the Aquarium, Nature Center, & Discovery Museum.	Partnerships
1	External Marketers	What if we had an emblem for outdoor recreation that businesses could apply to their products and packaging?	Marketing/ Promotion
1	External Marketers	What if we developed a TN/GA/AL outdoor recreation pass to generate revenue?	Partnerships
1	External Marketers	What if we had an emblem for outdoor recreation that businesses could apply to their products and packaging?	Partnerships
1	Land Owners	What if there were conservation/preservation incentives for private landowners that competed successfully against development/resource extraction incentives.	Conservation/ Preservation
1	Land Owners	What if we adopted a series of laws that conserved our cultural and natural resources as part of the development process?	Conservation/ Preservation
1	Land Owners	What if we fully funded our public management agencies so that we can protect what we have now and allow for future growth and protection?	Conservation/ Preservation

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<b>Sort By Priority Rank</b>	<b>Group</b>	<b>Idea</b>	<b>Theme of Concern</b>
<b>1</b>	Land Owners	What if we could duplicate the resources for Riverfront Trust and allocate them to the needs of an outdoor recreation plan.	Organizational Development
<b>1</b>	Land Owners	What if we fully funded our public management agencies so that we can protect what we have now and allow for future growth and protection?	Public Sector
<b>1</b>	Media	We could establish a one-stop shop for outdoor recreation. (One stop shop: Information Center, fulfillment, physical)	Central Coordination
<b>2</b>	Business Owners	I wish our major corps would include outdoor recreation as part of their wellness programs.	Partnerships
<b>2</b>	Business Owners	What if the city/county provided tax-incentives to open assets that are currently closed?	Public Sector
<b>2</b>	Business Owners	What if the city could provide an umbrella insurance program to protect landowners?	Public Sector
<b>2</b>	Business Owners	We could encourage fed officials to mandate local NPS that outdoor recreation is an important of their & our future.	Public Sector
<b>2</b>	Community Groups	What if we had public outdoor recreation equipment available for public loan?	Programming
<b>2</b>	Community Groups	What if we had public outdoor recreation equipment available for public loan?	Public Sector
<b>2</b>	Conservationists	We could create a resource conservation zone. Land use zoning approach for sensitive resources that need special attention.	Conservation/ Preservation
<b>2</b>	External Marketers	What if we created a 1-stop shop at visitor center – “Gateway to the outdoors”?	Central Coordination
<b>2</b>	External Marketers	What if we created outdoor Chattanooga area Institute? (Institute – outdoor recreation education to community, guests, conferences.)	Central Coordination
<b>2</b>	External Marketers	What if we created outdoor Chattanooga area Institute? (Institute – outdoor recreation education to community, guests, conferences.)	Education
<b>2</b>	External Marketers	We could get the state tourism divisions to collaborate around marketing/advertising segment to tourists.	Partnerships
<b>2</b>	Land Owners	What if we had a mechanism to coordinate and implement (1) a comprehensive inventory of cultural, heritage, and outdoor recreation resources; (2) laws that conserved our cultural and natural resources; and (3) appropriate recreational use of our historic & cultural resources/landscapes.	Central Coordination
<b>2</b>	Media	I wish we had a separate organization to coordinate all of this. (All: internet, media source) With a board like chamber. E.g. River City.	Central Coordination
<b>2</b>	Media	I wish we had a separate organization to coordinate all of this. (All: internet, media source) With a board like chamber. E.g. River City.	Organizational Development
<b>3</b>	Business Owners	What if we encouraged our local community to support local entrepreneurs?	Econ/Business Development
<b>3</b>	Business Owners	We could Produce a weekly Television program highlighting area activities.	Marketing/ Promotion
<b>3</b>	Business Owners	We could Produce a weekly Television program highlighting area activities.	Media Relations
<b>3</b>	Community Groups	What if we created the accessibility guide based on levels. (Beginner, Intermediate, Advanced)	Inclusion

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Sort By Priority Rank	Group	Idea	Theme of Concern
3	Conservationists	I wish we could use an environmental management systems approach to tie all this together.	Organizational Development
3	Conservationists	I wish we had a physical location to house all conservation organizations.	Partnerships
3	Education	I wish we had every 5th grader in the schools going to an outdoor education camp.	Education
3	Education	I wish we had every 5th grader in the schools going to an outdoor education camp.	Programming
3	External Marketers	I wish there were kiosks to printout maps, trails, and info, etc.	Marketing/ Promotion
3	Land Owners	What if we had the resources to fully implement our greenway plan for Chattanooga and North Georgia?	Conservation/ Preservation
3	Land Owners	I wish we had a publicly held land base that places like Boulder or Asheville has comparable in size.	Public Sector
3	Media	What if a 30 minute program covering everything we do in outdoor recreation were sponsored or cooped by new and interesting players(e.g. Chattanooga Federation or UTC)	Marketing/ Promotion
3	Media	I wish that the media could put together a 30 minute program covering everything we do in outdoor recreation – media wide promotion. To get people involved this summer.	Media Relations
3	Media	We could partner with the national media (ESPN) to cover local outdoor rec. events	Media Relations
4	Business Owners	What if we had an adventure center to coordinate outdoor recreation concessionaire activities?	Central Coordination
4	Business Owners	What if the public school system had another program similar to the ones in private school?	Education
4	Business Owners	What if the public school system had another program similar to the ones in private school?	Education
4	Community Groups	What if we had an “Outdoor Recreation” Day that focuses on this aspect of Quality of Life? (day, week, month)	Programming
4	Community Groups	What if we had sidewalks in all neighborhoods?	Public Sector
4	Conservationists	I wish we had a physical location to serve as a clearinghouse on recreation, conservation, and education. Preferably downtown.	Central Coordination
4	Conservationists	We could conduct a natural resource inventory to identify areas in need of protection and those suitable for recreation use. (We could scientifically assess the status of our resource areas. (Sustainable health).)	Clearing House
4	Conservationists	We could tap into the fact that we’re in the Bible Belt and work through churches or through stewardship of creation.	Inclusion
4	Education	We could have a mobile task force of college students for credit, working with schools.	Education
4	Education	We could have a mobile task force of college students for credit, working with schools.	Education
4	External Marketers	I wish we made sure that activities in all 3 states are included to ensure distribution thru state channels.	Marketing/ Promotion
4	External Marketers	What if all the organizations marketing the Chattanooga area met regularly.	Marketing/ Promotion
4	External Marketers	I wish we made sure that activities in all 3 states are included to ensure distribution thru state tourism	Marketing/

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<b>Sort By Priority Rank</b>	<b>Group</b>	<b>Idea</b>	<b>Theme of Concern</b>
		channels.	Promotion
<b>4</b>	External Marketers	What if all the organizations marketing the Chattanooga area met regularly.	Marketing/ Promotion
<b>4</b>	External Marketers	What if all the organizations marketing the Chattanooga area met regularly.	Partnerships
<b>4</b>	Land Owners	I wish recreational use of our historic & cultural resources/landscapes are appropriate to the sites and events commemorated and to the visitors' experience.	Conservation/ Preservation
<b>4</b>	Media	We could air in local hotels a 30 minute video program covering everything we do in outdoor recreation in local hotels.	Marketing/ Promotion
<b>4</b>	Media	I wish outdoor users could be better educated on who the media decision-makers are and how they make their decisions.	Media Relations
<b>4</b>	Media	We (the media) could all partner to promote a significant outdoor event. (The Riverbend for outdoor events).	Media Relations
<b>4</b>	Media	We (the media) could all partner to promote a significant outdoor event. (The Riverbend for outdoor events).	Programming
<b>5</b>	Business Owners	What if we had in city venues for outdoor recreation? I.e. climbing, trails, whitewater course.	Facilities and Venues
<b>5</b>	Business Owners	We could encourage local clubs to cross-promote activities.	Marketing/ Promotion
<b>5</b>	Community Groups	What if all public schools had adventure based activities.	Education
<b>5</b>	Community Groups	What if early childhood education started with outdoor recreation	Education
<b>5</b>	Community Groups	What if we developed an outdoor recreation program that crosses all the population groups? (cross "cultural")	Inclusion
<b>5</b>	Community Groups	What if have an outdoor adventure fair to learn about those activities.	Marketing/ Promotion
<b>5</b>	Community Groups	What if have an outdoor adventure fair to learn about these activities.	Marketing/ Promotion
<b>5</b>	Conservationists	We could make pedestrian connections between our outdoor resources and neighborhoods.	Access
<b>5</b>	Education	What if we had a mobile outdoor education "lab"?	Education
<b>5</b>	Education	What if there was a nationally recognized component from private schools to public schools.	Education
<b>5</b>	External Marketers	I wish we had a central organization across all activities to plan and organize events and competitions.	Central Coordination
<b>5</b>	External Marketers	I wish we had a central organization across all activities to plan and organize events and competitions.	Programming
<b>5</b>	Land Owners	What if we reserved the wilderness areas on the Cumberland Plateau and preserved them.	Conservation/ Preservation
<b>5</b>	Land Owners	We could make a concerted effort to eradicate invasive exotic species.	Conservation/ Preservation
<b>5</b>	Media	We could create a complete online list of what is here and where to find it.	Clearing House

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<b>Sort By Priority Rank</b>	<b>Group</b>	<b>Idea</b>	<b>Theme of Concern</b>
<b>5</b>	Media	We could recruit more outdoor related conventions.	Econ/Business Development
<b>5</b>	Media	We could develop more events and festivals outdoors for families.	Inclusion
<b>5</b>	Media	I wish we (the media) could justify the ROI of covering outdoor recreation. (ROI: get paid advertising)	Media Relations
<b>5</b>	Media	What if outdoor rec. retailers partner with media to justify cost of heightened coverage.	Media Relations
<b>5</b>	Media	We could develop more events and festivals outdoors for families and activities.	Programming
<b>6</b>	Business Owners	I wish local colleges would entertain all outdoor recreation activities.	Education
<b>6</b>	Business Owners	We could address issues that cause landowners to close their land to outdoor recreation activities. (liability , annoyance)	Facilities and Venues
<b>6</b>	Business Owners	We could form a unified monthly newsletter by the clubs.	Marketing/ Promotion
<b>6</b>	Business Owners	We could form a unified monthly newsletter by the clubs.	Partnerships
<b>6</b>	Business Owners	We could Expand the Chattanooga Parks & Recreation's OutVenture Program.	Programming
<b>6</b>	Business Owners	I wish the state collected fees for the activities so that we could be a revenue source.	Public Sector
<b>6</b>	Community Groups	What if have an outdoor activities month.	Marketing/ Promotion
<b>6</b>	Conservationists	I wish we had a central source for funding (like Allied Arts) so as not to compete.	Central Coordination
<b>6</b>	Conservationists	What if all of our recreation, conservation, & historic resources within SMSA (75 mile radius) were connected physically.	Central Coordination
<b>6</b>	Conservationists	We could do more environmental education for public school kids.	Education
<b>6</b>	Conservationists	I wish we had a central source for funding (like Allied Arts) so as not to compete.	Organizational Development
<b>6</b>	Conservationists	We could refine local government operating policies (consumption/usage) by implementing specifications. E.g. specs for paper purchasing "Pay as you throw" program.	Public Sector
<b>6</b>	Education	We could have an outdoor recreation degree at UTC.	Education
<b>6</b>	External Marketers	We could position ourselves as incubators for outdoor recreation mfg companies.	Econ/Business Development
<b>6</b>	External Marketers	We could develop a signature lifestyle package targeted to employees of the business sector. (i.e. brochures and other collateral materials)	Marketing/ Promotion
<b>6</b>	External Marketers	We could create a comprehensive events calendar.	Marketing/ Promotion
<b>6</b>	External Marketers	What if the media were more supportive?	Marketing/ Promotion
<b>6</b>	External Marketers	What if the media were more supportive?	Media Relations

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**Section III.1: PRIORITY IDEAS, STAKEHOLDER SESSIONS**

<b>Sort By Priority Rank</b>	<b>Group</b>	<b>Idea</b>	<b>Theme of Concern</b>
6	External Marketers	We could develop a signature lifestyle package targeted to employees of the business sector. (i.e. brochures and other collateral materials)	Partnerships
6	Land Owners	What if we could secure permanent access and conservation on private lands currently being used for recreation?	Access
6	Land Owners	I wish the public could understand that timber is truly a renewable resource, which we cannot do without.	Conservation/ Preservation
6	Land Owners	What if we could secure permanent access and conservation on private lands currently being used for recreation?	Conservation/ Preservation
6	Land Owners	I wish the public could understand that timber is truly a renewable resource, which we cannot do without.	Econ/Business Development
6	Media	I wish we could better educate the population about the benefits of outdoor recreation.	Marketing/ Promotion
6	Media	I wish Chattanooga's natural outdoor resources could be promoted nationally.	Marketing/ Promotion
6	Media	We could all agree to cover outdoor events.	Media Relations
6	Media	We could promote a significant outdoor event as a focused series of events (multi-day/weeks/season).	Media Relations
6	Media	I wish media outlets would take advantage of existing resources.	Media Relations
6	Media	We could get a sponsor to get national media (ESPN) coverage for local outdoor recreation events.	Media Relations
6	Media	I wish we had a diverse group of outdoor rec. advisors to make suggestions about what to do. (Outdoor Rec. Advisors: A board)	Organizational Development
6	Media	We could establish a partnership among local agencies similar to the "Tale for one City" program.	Partnerships
6	Media	What if we used the infrastructure that already existed? (Infrastructure: e.g. mounted patrols being relocated)	Public Sector
6	Media	We could establish a partnership among local agencies similar to the "Tale for one City" program.	Public Sector
7	Business Owners	I wish we the business owners could play a stronger role (a forum) to educate consumers in sustainability.	Conservation/ Preservation
7	Business Owners	I wish we had more outdoor recreation retail-trade shows.	Econ/Business Development
7	Business Owners	We could start a coop among local businesses to share expenses.	Econ/Business Development
7	Business Owners	We could build a new park between manufacturers road and Coolidge park.	Facilities and Venues
7	Business Owners	What if we had a local access television station programming and highlighting area outdoor activities continuously?	Marketing/ Promotion
7	Business Owners	We could mark consistently (graphic) or parking areas. (Signage Id) functions.	Marketing/ Promotion

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<b>Sort By Priority Rank</b>	<b>Group</b>	<b>Idea</b>	<b>Theme of Concern</b>
7	Business Owners	I wish the city help sponsor a consumer-based convention related to outdoor recreation.	Marketing/ Promotion
7	Business Owners	What if we become the premier outdoor recreation area in the S.E.	Marketing/ Promotion
7	Business Owners	I wish we the business owners could play a stronger role (a forum) to educate consumers in sustainability.	Marketing/ Promotion
7	Business Owners	What if we had a local access television station programming and highlighting area outdoor activities continuously?	Media Relations
7	Business Owners	We could start a coop among local businesses to share expenses.	Partnerships
7	Business Owners	I wish we the business owners could play a stronger role (a forum) to educate consumers in sustainability.	Partnerships
7	Business Owners	I wish local colleges would increase the significance of outdoor recreation programs.	Partnerships
7	Business Owners	We could have the club presidents form a committee.	Partnerships
7	Business Owners	I wish Chattanooga (no group in particular) could sponsor more various outdoor recreation competitions.	Programming
7	Business Owners	I wish UTC/Chattanooga State could assist in promoting our area's activities.	Programming
7	Business Owners	What if the Public assets determine if they are legit /evaluate their "NO" signs.	Public Sector
7	Community Groups	What if we had a higher ed. degree for outdoor recreation?	Education
7	Community Groups	What if take inner city kids on field trips.	Inclusion
7	Community Groups	What if more children in wheelchairs could actively participate.	Inclusion
7	Community Groups	What if we had an accessibility guide of outdoor recreation opportunities for people with disabilities?	Inclusion
7	Community Groups	What if have competitions for people with disabilities.	Inclusion
7	Community Groups	What if the agencies serving mature populations collaborated on a "Fitness after 50" program?	Inclusion
7	Community Groups	What if have a high profile sports person who would promote recreation.(someone outside of outdoor recreation, but well known, that kids could relate to like a football player, rap star, or movie star who is also a mountain biker)	Marketing/ Promotion
7	Community Groups	What if we rewarded people (recognition) for participating in outdoor recreation activities?	Marketing/ Promotion
7	Community Groups	What if we set up a marketing coop to put this theme out to other places?	Marketing/ Promotion
7	Community Groups	What if the agencies serving mature populations collaborated on a "Fitness after 50" program?	Partnerships
7	Conservationists	We could create a resource dept/division within local government. (generic for all of this.)	Organizational Development
7	Conservationists	We could create a resource dept/division within local government. (generic for all of this.)	Public Sector
7	Education	We could have an outdoor recreation "career" fair. (companies, clubs, guides)	Econ/Business

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Sort By Priority Rank	Group	Idea	Theme of Concern
			Development
7	Education	What if we had tennis facilities in areas where low income children in.	Facilities and Venues
7	Education	I wish every child was given the same opportunity to participate.	Inclusion
7	Education	What if we had tennis facilities in areas where low income children in.	Inclusion
7	Education	What if we had a family fun day to introduce these activities?	Inclusion
7	Education	What if we had a family fun day to introduce these activities?	Marketing/ Promotion
7	Education	We could incorporate college students and use their assistance.	Organizational Development
7	Education	What if outdoor recreation businesses offered activities for team building and leadership development at special rates for non profits.	Partnerships
7	Education	We could incorporate college students and use their assistance.	Partnerships
7	External Marketers	What if higher ed institutions had outdoor recreation curriculum.	Education
7	External Marketers	What if we had signage designating an outdoor Chattanooga “zone”?	Marketing/ Promotion
7	External Marketers	What if we repositioned Chattanooga On The Move as an outdoor recreation magazine?	Marketing/ Promotion
7	External Marketers	We could create a map for one or two day trips.	Marketing/ Promotion
7	External Marketers	We could create a map to show one-day and or two-day trips.	Marketing/ Promotion
7	External Marketers	What if we used the Weekend section of the paper (to promote)?	Marketing/ Promotion
7	External Marketers	We could get outdoor cable channels to shoot locally.	Marketing/ Promotion
7	External Marketers	What if we repositioned Chattanooga On The Move as an outdoor recreation magazine?	Media Relations
7	External Marketers	What if we used the Weekend section of the paper (to promote)?	Media Relations
7	External Marketers	We could get outdoor cable channels to shoot locally.	Media Relations
7	External Marketers	What if we had a fundraiser for this at one of the venues?	Organizational Development
7	External Marketers	I wish we could fund \$ from the feds.	Organizational Development
7	External Marketers	We could encourage companies to encourage employees to participate.	Partnerships
7	External Marketers	I wish more local companies used our resources for team building and leadership skills.	Partnerships
7	External Marketers	We could create a wellness program marketed to local companies.	Partnerships



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<b>Sort By Priority Rank</b>	<b>Group</b>	<b>Idea</b>	<b>Theme of Concern</b>
7	External Marketers	What if we partnered w/ Keep America Beautiful.	Partnerships
7	External Marketers	I wish we could fund \$ from the feds.	Public Sector
7	Land Owners	What if we developed an organization with central offices to coordinate marketing and funding resources?	Central Coordination
7	Land Owners	What if our city/county community sponsored a grand gathering of all involved in outdoor recreation not less than once a year.	Central Coordination
7	Land Owners	I wish we had a comprehensive inventory of cultural, heritage, and outdoor recreation resources that are in our target area within the mandate of our initiative.	Clearing House
7	Land Owners	We could buy more land.	Conservation/ Preservation
7	Land Owners	We could buy more land.	Facilities and Venues
7	Land Owners	I wish we could increase watchable wildlife on all public lands.	Facilities and Venues
7	Land Owners	What if we promoted underutilized resources identified in a comprehensive inventory of resources.	Marketing/ Promotion
7	Land Owners	What if we use the strength existing in this room to make decisions re: the use and distribution of funding resources raised for this effort	Organizational Development
7	Land Owners	What if we put together a partnership of landowners to protect privately held civil war sites.	Partnerships
7	Land Owners	What if our city/county community sponsored a grand gathering of all involved in outdoor recreation not less than once a year.	Public Sector
8	Community Groups	What if hold indoor intro/training activities that encourage people to go outdoors.	Education
8	Community Groups	What if we had a mechanism to train people?	Education
8	Community Groups	What if have trained staff who could adapt the activities for the disabled community.	Inclusion
8	Community Groups	What if we brought rural kids into this to work with inner city kids?	Inclusion
8	Community Groups	What if develop a marketing plan that would let social service agencies know how to access these things (calendar, resource listings, and grants available).	Inclusion
8	Community Groups	What if we set up tours to show available resources?	Marketing/ Promotion
8	Community Groups	What if use the enthusiasts, clubs, and retailers for programs that expose those resources.	Marketing/ Promotion
8	Community Groups	What if develop a marketing plan that would let social service agencies know how to access these things (calendar, resource listings, and grants available).	Marketing/ Promotion
8	Community Groups	What if people knew more about existing clubs in the area?	Marketing/ Promotion
8	Community Groups	What if ask existing organizations (e.g.: parks& recreation) in help creating these programs (in partnership with social service agencies or schools)	Partnerships

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<b>Sort By Priority Rank</b>	<b>Group</b>	<b>Idea</b>	<b>Theme of Concern</b>
<b>8</b>	Community Groups	What if develop a marketing plan that would let social service agencies know how to access these things (calendar, resource listings, and grants available).	Partnerships
<b>8</b>	Conservationists	What if we had a center that demonstrates techniques of environmentally friendly design (green bldg materials, alt. Power source, composting toilets, recycling, and pervious services, etc)	Central Coordination
<b>8</b>	Conservationists	I wish we had a format to share information. Format: channels mechanisms forums.	Clearing House
<b>8</b>	Conservationists	What if we measured and published our resource protection results.	Clearing House
<b>8</b>	Conservationists	We could get buy in or get a coalition of government entities that control the resources for protection of those resources.	Conservation/ Preservation
<b>8</b>	Conservationists	What if we had a center that demonstrates techniques of environmentally friendly design (green bldg materials, alt. Power source, composting toilets, recycling, and pervious services, etc)	Conservation/ Preservation
<b>8</b>	Conservationists	I wish we had a formal mediation process for conflicts between conservation and usage.	Conservation/ Preservation
<b>8</b>	Conservationists	What if there were coupons in the books kids sell in school for environmental resources.	Conservation/ Preservation
<b>8</b>	Conservationists	I wish formerly adopted a community resolution that we must conserve our cultural and natural resources.	Conservation/ Preservation
<b>8</b>	Conservationists	We could have more family outdoor sites like the Riverpark site.	Facilities and Venues
<b>8</b>	Conservationists	We could focus on health benefits of outdoor rec. to bring diverse groups together. Focus: Promote Education.	Inclusion
<b>8</b>	Conservationists	We could preserve and enhance the belief of citizens in the availability of outdoor rec. activities.	Marketing/ Promotion
<b>8</b>	Conservationists	I wish we had a format to share information. Format: channels mechanisms forums.	Partnerships
<b>8</b>	Conservationists	We could get buy in or get a coalition of government entities that control the resources for protection of those resources.	Partnerships
<b>8</b>	Education	I wish that funding were available for transportation to reach facilities (buses).	Access
<b>8</b>	Education	We could establish cycling clubs at the high school level.	Education
<b>8</b>	Education	What if educational entities collectively featured a specific activity in the curriculum (e.g. this quarter we are studying “running”)	Education
<b>8</b>	Education	We could train teachers to create relationships with students around outdoor recreation/education.	Education
<b>8</b>	Education	I wish we had more publicity regarding childhood obesity as a problem & how outdoor recreation can address that.	Education
<b>8</b>	Education	I wish we had a way to get enthusiasts interacting with community groups. (a forum)	Inclusion
<b>8</b>	Education	What if we convince the power structure that we could reach children thru outdoor recreation?	Inclusion
<b>8</b>	Education	We could encourage local media and school administrators to celebrate those activities (like they do for teams now).	Marketing/ Promotion

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<b>Sort By Priority Rank</b>	<b>Group</b>	<b>Idea</b>	<b>Theme of Concern</b>
<b>8</b>	Education	We could encourage local media and school administrators to celebrate those activities (like they do for teams now).	Media Relations
<b>8</b>	Education	I wish we had a way to get enthusiasts interacting with community groups. (a forum)	Partnerships
<b>8</b>	Land Owners	What if we connected all of our public and private land conservation efforts? (Connected: Physically)	Conservation/ Preservation
<b>8</b>	Land Owners	What if we conserved the entire Cumberland Plateau?	Conservation/ Preservation
<b>8</b>	Land Owners	What if we developed and promoted an understanding of our historical landscape and its processes and used ecological restoration as a tool in this endeavor.	Conservation/ Preservation
<b>8</b>	Land Owners	What if we developed and promoted an understanding of our historical landscape and its processes and used ecological restoration as a tool in this endeavor.	Education
<b>8</b>	Land Owners	I wish all abandoned railroad beds were converted to public trails.	Facilities and Venues
<b>8</b>	Land Owners	I wish I had amphitheater that I could make people from passive to active.	Marketing/ Promotion

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**PRIORITY IDEAS SORTED BY “THEME OF CONCERN”**

**ACCESS**

<b>Idea</b>	<b>Group</b>	<b>Priority</b>
We could make pedestrian connections between our outdoor resources and neighborhoods.	Conservationists	<b>5</b>
What if we could secure permanent access and conservation on private lands currently being used for recreation?	Landowners	<b>6</b>
I wish that funding were available for transportation to reach facilities (buses).	Education	<b>8</b>

**CENTRAL COORDINATION**

<b>Idea</b>	<b>Group</b>	<b>Priority</b>
What if we had a central location for high adventure base for all people? (visitor center for everyone).	Community Groups	<b>1</b>
We could establish a one-stop shop for outdoor recreation. (One stop shop: Information Center, fulfillment, physical)	Media	<b>1</b>
What if we created a 1-stop shop at visitor center – “Gateway to the outdoors”?	External Marketers	<b>2</b>
What if we created outdoor Chattanooga area Institute? (Institute – outdoor recreation education to community, guests, conferences.)	External Marketers	<b>2</b>
What if we had a mechanism to coordinate and implement (1) a comprehensive inventory of cultural, heritage, and outdoor recreation resources; (2) laws that conserved our cultural and natural resources; and (3) appropriate recreational use of our historic & cultural resources/landscapes.	Landowners	<b>2</b>
I wish we had a separate organization to coordinate all of this. (All: internet, media source) With a board like chamber. E.g. River City.	Media	<b>2</b>
What if we had an adventure center to coordinate outdoor recreation concessionaire activities?	Business Owners	<b>4</b>
I wish we had a physical location to serve as a clearinghouse on recreation, conservation, and education. Preferably downtown.	Conservationists	<b>4</b>
I wish we had a central organization across all activities to plan and organize events and competitions.	External Marketers	<b>5</b>
I wish we had a central source for funding (like Allied Arts) so as not to compete.	Conservationists	<b>6</b>
What if all of our recreation, conservation, & historic resources within SMSA (75 mile radius) were connected physically.	Conservationists	<b>6</b>
What if we developed an organization with central offices to coordinate marketing and funding resources?	Landowners	<b>7</b>
What if our city/county community sponsored a grand gathering of all involved in outdoor recreation not less than once a year.	Landowners	<b>7</b>
What if we had a center that demonstrates techniques of environmentally friendly design (green bldg materials, alt. Power source, composting toilets, recycling, and pervious services, etc)	Conservationists	<b>8</b>

**CLEARING HOUSE**

<b>Idea</b>	<b>Group</b>	<b>Priority</b>
Clearing House We could conduct a natural resource inventory to identify areas in need of protection and those suitable for recreation use. (We could scientifically assess the status of our resource areas. (Sustainable health).)	Conservationists	<b>4</b>
Clearing House We could create a complete online list of what is here and where to find it.	Media	<b>5</b>
Clearing House I wish we had a comprehensive inventory of cultural, heritage, and outdoor recreation resources that are in our target area within the mandate of our initiative.	Landowners	<b>7</b>

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Clearing House	I wish we had a format to share information. Format: channels mechanisms forums.	Conservationists	<b>8</b>
Clearing House	What if we measured and published our resource protection results.	Conservationists	<b>8</b>

**CONSERVATION/ PRESERVATION**

<b>Idea</b>	<b>Group</b>	<b>Priority</b>
I wish that all new facilities in the outdoor recreation initiative incorporated environmentally friendly design (green bldg materials, alt. Power source, composting toilets, recycling, and pervious services).	Conservationists	<b>1</b>
We could create a conservation vision for the region. (See the following ideas linked by this group). <ul style="list-style-type: none"> <li>• What if we launched a huge environmental &amp; conservation educational initiative?</li> <li>• I wish formerly adopted a community resolution that we must conserve our cultural and natural resources.</li> <li>• We could conduct a natural resource inventory to identify areas in need of protection and those suitable for recreation use.</li> <li>• We could scientifically assess the status of our resource areas. (sustainable health).</li> <li>• We could make pedestrian connections between our outdoor resources and neighborhoods.</li> <li>• What if all of our recreation, conservation, &amp; historic resources within SMSA (75 mile radius) were connected physically.</li> </ul>	Conservationists	<b>1</b>
What if there were conservation/preservation incentives for private landowners that competed successfully against development/resource extraction incentives.	Landowners	<b>1</b>
What if we adopted a series of laws that conserved our cultural and natural resources as part of the development process?	Landowners	<b>1</b>
What if we fully funded our public management agencies so that we can protect what we have now and allow for future growth and protection?	Landowners	<b>1</b>
We could create a resource conservation zone. Land use zoning approach for sensitive resources that need special attention.	Conservationists	<b>2</b>
What if we had the resources to fully implement our greenway plan for Chattanooga and North Georgia?	Landowners	<b>3</b>
I wish recreational use of our historic & cultural resources/landscapes are appropriate to the sites and events commemorated and to the visitors' experience.	Landowners	<b>4</b>
What if we reserved the wilderness areas on the Cumberland Plateau and preserved them.	Landowners	<b>5</b>
We could make a concerted effort to eradicate invasive exotic species.	Landowners	<b>5</b>
I wish the public could understand that timber is truly a renewable resource, which we cannot do without.	Landowners	<b>6</b>
What if we could secure permanent access and conservation on private lands currently being used for recreation?	Landowners	<b>6</b>
I wish we the business owners could play a stronger role (a forum) to educate consumers in sustainability.	Business Owners	<b>7</b>
We could buy more land.	Landowners	<b>7</b>
We could get buy in or get a coalition of government entities that control the resources for protection of those resources.	Conservationists	<b>8</b>
What if we had a center that demonstrates techniques of environmentally friendly design (green bldg materials, alt. Power source, composting toilets, recycling, and pervious services, etc)	Conservationists	<b>8</b>
I wish we had a formal mediation process for conflicts between conservation and usage.	Conservationists	<b>8</b>
What if there were coupons in the books kids sell in school for environmental resources.	Conservationists	<b>8</b>
I wish formerly adopted a community resolution that we must conserve our cultural and natural resources.	Conservationists	<b>8</b>
What if we connected all of our public and private land conservation efforts? (Connected: Physically)	Landowners	<b>8</b>

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What if we conserved the entire Cumberland Plateau?	Landowners	<b>8</b>
What if we developed and promoted an understanding of our historical landscape and its processes and used ecological restoration as a tool in this endeavor.	Landowners	<b>8</b>

**ECONOMIC AND /BUSINESS DEVELOPMENT**

<b>Idea</b>	<b>Group</b>	<b>Priority</b>
What if we encouraged our local community to support local entrepreneurs?	Business Owners	<b>3</b>
We could recruit more outdoor related conventions.	Media	<b>5</b>
We could position ourselves as incubators for outdoor recreation mfg companies.	External Marketers	<b>6</b>
I wish the public could understand that timber is truly a renewable resource, which we cannot do without.	Landowners	<b>6</b>
I wish we had more outdoor recreation retail-trade shows.	Business Owners	<b>7</b>
We could start a coop among local businesses to share expenses.	Business Owners	<b>7</b>
We could have an outdoor recreation “career” fair. (companies, clubs, guides)	Education	<b>7</b>

**EDUCATION**

<b>Idea</b>	<b>Group</b>	<b>Priority</b>
I wish outdoor education were required in the curriculum.	Education	<b>1</b>
I wish we had a curriculum that took advantage of the Aquarium, Nature Center, & Discovery Museum.	Education	<b>1</b>
What if we created outdoor Chattanooga area Institute? (Institute – outdoor recreation education to community, guests, conferences.)	External Marketers	<b>2</b>
I wish we had every 5 <sup>th</sup> grader in the schools going to an outdoor education camp.	Education	<b>3</b>
What if the public school system had another program similar to the ones in private school?	Business Owners	<b>4</b>
What if the public school system had another program similar to the ones in private school?	Business Owners	<b>4</b>
We could have a mobile task force of college students for credit, working with schools.	Education	<b>4</b>
We could have a mobile task force of college students for credit, working with schools.	Education	<b>4</b>
What if all public schools had adventure based activities.	Community Groups	<b>5</b>
What if early childhood education started with outdoor recreation	Community Groups	<b>5</b>
What if we had a mobile outdoor education “lab”?	Education	<b>5</b>
What if there was a nationally recognized component from private schools to public schools.	Education	<b>5</b>
I wish local colleges would entertain all outdoor recreation activities.	Business Owners	<b>6</b>
We could do more environmental education for public school kids.	Conservationists	<b>6</b>
We could have an outdoor recreation degree at UTC.	Education	<b>6</b>
What if we had a higher ed. Degree for outdoor recreation?	Community Groups	<b>7</b>
What if higher ed institutions had outdoor recreation curriculum.	External Marketers	<b>7</b>
What if hold indoor intro/training activities that encourage people to go outdoors.	Community Groups	<b>8</b>
What if we had a mechanism to train people?	Community Groups	<b>8</b>
We could establish cycling clubs at the high school level.	Education	<b>8</b>

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What if educational entities collectively featured a specific activity in the curriculum (e.g. this quarter we are studying “running”)	Education	8
We could train teachers to create relationships with students around outdoor recreation/education.	Education	8
I wish we had more publicity regarding childhood obesity as a problem & how outdoor recreation can address that.	Education	8
What if we developed and promoted an understanding of our historical landscape and its processes and used ecological restoration as a tool in this endeavor.	Landowners	8

### FACILITIES AND VENUES

Idea	Group	Priority
What if we had in city venues for outdoor recreation? I.e. climbing, trails, whitewater course.	Business Owners	5
We could address issues that cause landowners to close their land to outdoor recreation activities. (liability , annoyance)	Business Owners	6
We could build a new park between Manufacturers road and Coolidge park.	Business Owners	7
What if we had tennis facilities in areas where low income children in.	Education	7
We could buy more land.	Landowners	7
I wish we could increase watchable wildlife on all public lands.	Landowners	7
We could have more family outdoor sites like the Riverpark site.	Conservationists	8
I wish all abandoned railroad beds were converted to public trails.	Landowners	8

### INCLUSION

Idea	Group	Priority
What if we created the accessibility guide based on levels. (Beginner, Intermediate, Advanced)	Community Groups	3
We could tap into the fact that we're in the Bible Belt and work through churches or through stewardship of creation.	Conservationists	4
What if we developed an outdoor recreation program that crosses all the population groups? (cross “cultural”)	Community Groups	5
We could develop more events and festivals outdoors for families.	Media	5
What if take inner city kids on field trips.	Community Groups	7
What if more children in wheelchairs could actively participate.	Community Groups	7
What if we had an accessibility guide of outdoor recreation opportunities for people with disabilities?	Community Groups	7
What if have competitions for people with disabilities.	Community Groups	7
What if the agencies serving mature populations collaborated on a “Fitness after 50” program?	Community Groups	7
I wish every child was given the same opportunity to participate.	Education	7
What if we had tennis facilities in areas where low income children in.	Education	7
What if we had a family fun day to introduce these activities?	Education	7
What if have trained staff who could adapt the activities for the disabled community.	Community Groups	8
What if we brought rural kids into this to work with inner city kids?	Community Groups	8
What if develop a marketing plan that would let social service agencies know how to access these things (calendar, resource listings, and grants available).	Community Groups	8
We could focus on health benefits of outdoor rec. to bring diverse groups together. Focus: Promote Education.	Conservationists	8

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I wish we had a way to get enthusiasts interacting with community groups. (a forum)	Education	8
What if we convince the power structure that we could reach children thru outdoor recreation?	Education	8



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**MARKETING/PROMOTION**

<b>Idea</b>	<b>Group</b>	<b>Priority</b>
I wish there was a budget for media advertising (esp. TV, radio, print) for outdoor recreation activities.	Business Owners	1
What if we had an emblem for outdoor recreation that businesses could apply to their products and packaging?	External Marketers	1
We could Produce a weekly Television program highlighting area activities.	Business Owners	3
I wish there were kiosks to printout maps, trails, and info, etc.	External Marketers	3
What if a 30 minute program covering everything we do in outdoor recreation were sponsored or cooped by new and interesting players(e.g. Chattanooga Federation or UTC)	Media	3
I wish we made sure that activities in all 3 states are included to ensure distribution thru state channels.	External Marketers	4
What if all the organizations marketing the Chattanooga area met regularly.	External Marketers	4
I wish we made sure that activities in all 3 states are included to ensure distribution thru state tourism channels.	External Marketers	4
What if all the organizations marketing the Chattanooga area met regularly.	External Marketers	4
We could air in local hotels a 30 minute video program covering everything we do in outdoor recreation in local hotels.	Media	4
We could encourage local clubs to cross-promote activities.	Business Owners	5
What if have an outdoor adventure fair to learn about those activities.	Community Groups	5
What if have an outdoor adventure fair to learn about these activities.	Community Groups	5
We could form a unified monthly newsletter by the clubs.	Business Owners	6
What if have an outdoor activities month.	Community Groups	6
We could develop a signature lifestyle package targeted to employees of the business sector. (i.e. brochures and other collateral materials)	External Marketers	6
We could create a comprehensive events calendar.	External Marketers	6
What if the media were more supportive?	External Marketers	6
I wish we could better educate the population about the benefits of outdoor recreation.	Media	6
I wish Chattanooga's natural outdoor resources could be promoted nationally.	Media	6
What if we had a local access television station programming and highlighting area outdoor activities continuously?	Business Owners	7
We could mark consistently (graphic) or parking areas. (Signage Id) functions.	Business Owners	7
I wish the city help sponsor a consumer-based convention related to outdoor recreation.	Business Owners	7
What if we become the premier outdoor recreation area in the S.E.	Business Owners	7
I wish we the business owners could play a stronger role (a forum) to educate consumers in sustainability.	Business Owners	7
What if have a high profile sports person who would promote recreation.(someone outside of outdoor recreation, but well known, that kids could relate to like a football player, rap star, or movie star who is also a mountain biker)	Community Groups	7
What if we rewarded people (recognition) for participating in outdoor recreation activities?	Community Groups	7
What if we set up a marketing coop to put this theme out to other places?	Community Groups	7
What if we had a family fun day to introduce these activities?	Education	7
What if we had signage designating an outdoor Chattanooga "zone"?	External Marketers	7
What if we repositioned Chattanooga On The Move as an outdoor recreation magazine?	External Marketers	7
We could create a map for one or two day trips.	External Marketers	7

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We could create a map to show one-day and or two-day trips.	External Marketers	7
What if we used the Weekend section of the paper (to promote)?	External Marketers	7
We could get outdoor cable channels to shoot locally.	External Marketers	7
What if we promoted underutilized resources identified in a comprehensive inventory of resources.	Landowners	7
What if we set up tours to show available resources?	Community Groups	8
What if use the enthusiasts, clubs, and retailers for programs that expose those resources.	Community Groups	8
What if develop a marketing plan that would let social service agencies know how to access these things (calendar, resource listings, and grants available).	Community Groups	8
What if people knew more about existing clubs in the area?	Community Groups	8
We could preserve and enhance the belief of citizens in the availability of outdoor rec. activities.	Conservationists	8
We could encourage local media and school administrators to celebrate those activities (like they do for teams now).	Education	8
I wish I had amphitheater that I could make people from passive to active.	Landowners	8

### MEDIA RELATIONS

Idea	Group	Priority
We could Produce a weekly Television program highlighting area activities.	Business Owners	3
I wish that the media could put together a 30 minute program covering everything we do in outdoor recreation – media wide promotion. To get people involved this summer.	Media	3
We could partner with the national media (ESPN) to cover local outdoor rec. events	Media	3
I wish outdoor users could be better educated on who the media decision-makers are and how they make their decisions.	Media	4
We (the media) could all partner to promote a significant outdoor event. (The Riverbend for outdoor events).	Media	4
I wish we (the media) could justify the ROI of covering outdoor recreation. (ROI: get paid advertising)	Media	5
What if outdoor rec. retailers partner with media to justify cost of heightened coverage.	Media	5
What if the media were more supportive?	External Marketers	6
We could all agree to cover outdoor events.	Media	6
We could promote a significant outdoor event as a focused series of events (multi-day/weeks/season).	Media	6
I wish media outlets would take advantage of existing resources.	Media	6
We could get a sponsor to get national media (ESPN) coverage for local outdoor recreation events.	Media	6
What if we had a local access television station programming and highlighting area outdoor activities continuously?	Business Owners	7
What if we repositioned Chattanooga On The Move as an outdoor recreation magazine?	External Marketers	7
What if we used the Weekend section of the paper (to promote)?	External Marketers	7
We could get outdoor cable channels to shoot locally.	External Marketers	7
We could encourage local media and school administrators to celebrate those activities (like they do for teams now).	Education	8

### ORGANIZATIONAL DEVELOPMENT

Idea	Group	Priority
What if we could duplicate the resources for Riverfront Trust and allocate them to the needs of an outdoor recreation plan.	Landowners	1

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I wish we had a separate organization to coordinate all of this. (All: internet, media source) With a board like chamber. E.g. River City.	Media	2
I wish we could use an environmental management systems approach to tie all this together.	Conservationists	3
I wish we had a central source for funding (like Allied Arts) so as not to compete.	Conservationists	6
I wish we had a diverse group of outdoor rec. advisors to make suggestions about what to do. (Outdoor Rec. Advisors: A board)	Media	6
We could create a resource dept/division within local government. (generic for all of this.)	Conservationists	7
We could incorporate college students and use their assistance.	Education	7
What if we had a fundraiser for this at one of the venues?	External Marketers	7
I wish we could fund \$ from the feds.	External Marketers	7
What if we use the strength existing in this room to make decisions re: the use and distribution of funding resources raised for this effort	Landowners	7

### PARTNERSHIPS

Idea	Group	Priority
What if we developed a TN/GA/AL outdoor recreation pass to generate revenue?	External Marketers	1
What if we had an emblem for outdoor recreation that businesses could apply to their products and packaging?	External Marketers	1
I wish we had a curriculum that took advantage of the Aquarium, Nature Center, & Discovery Museum.	Education	1
We could get the state tourism divisions to collaborate around marketing/advertising segment to tourists.	External Marketers	2
I wish our major corps would include outdoor recreation as part of their wellness programs.	Business Owners	2
I wish we had a physical location to house all conservation organizations.	Conservationists	3
What if all the organizations marketing the Chattanooga area met regularly.	External Marketers	4
We could develop a signature lifestyle package targeted to employees of the business sector. (i.e. brochures and other collateral materials)	External Marketers	6
We could form a unified monthly newsletter by the clubs.	Business Owners	6
We could establish a partnership among local agencies similar to the “Tale for one City” program.	Media	6
We could encourage companies to encourage employees to participate.	External Marketers	7
I wish more local companies used our resources for team building and leadership skills.	External Marketers	7
We could create a wellness program marketed to local companies.	External Marketers	7
What if outdoor recreation businesses offered activities for team building and leadership development at special rates for non profits.	Education	7
We could start a coop among local businesses to share expenses.	Business Owners	7
I wish we the business owners could play a stronger role (a forum) to educate consumers in sustainability.	Business Owners	7
We could incorporate college students and use their assistance.	Education	7
I wish local colleges would increase the significance of outdoor recreation programs.	Business Owners	7
We could have the club presidents form a committee.	Business Owners	7
What if the agencies serving mature populations collaborated on a “Fitness after 50” program?	Community Groups	7
What if we partnered w/ Keep America Beautiful.	External Marketers	7

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What if we put together a partnership of landowners to protect privately held civil war sites.	Landowners	7
I wish we had a way to get enthusiasts interacting with community groups. (a forum)	Education	8
What if ask existing organizations (e.g.: parks& recreation) in help creating these programs (in partnership with social service agencies or schools)	Community Groups	8
What if develop a marketing plan that would let social service agencies know how to access these things (calendar, resource listings, and grants available).	Community Groups	8
I wish we had a format to share information. Format: channels mechanisms forums.	Conservationists	8
We could get buy in or get a coalition of government entities that control the resources for protection of those resources.	Conservationists	8

#### PROGRAMMING

Idea	Group	Priority
What if we had public outdoor recreation equipment available for public loan?	Community Groups	2
I wish we had every 5 <sup>th</sup> grader in the schools going to an outdoor education camp.	Education	3
What if we had an “Outdoor Recreation” Day that focuses on this aspect of Quality of Life? (day, week, month)	Community Groups	4
We (the media) could all partner to promote a significant outdoor event. (The Riverbend for outdoor events).	Media	4
I wish we had a central organization across all activities to plan and organize events and competitions.	External Marketers	5
We could develop more events and festivals outdoors for families and activities.	Media	5
We could Expand the Chattanooga Parks & Recreation’s OutVenture Program.	Business Owners	6
I wish Chattanooga (no group in particular) could sponsor more various outdoor recreation competitions.	Business Owners	7
I wish UTC/Chattanooga State could assist in promoting our area’s activities.	Business Owners	7

#### PUBLIC SECTOR

Idea	Group	Priority
What if we fully funded our public management agencies so that we can protect what we have now and allow for future growth and protection?	Landowners	1
What if the city/county provided tax-incentives to open assets that are currently closed?	Business Owners	2
What if the city could provide an umbrella insurance program to protect landowners?	Business Owners	2
We could encourage fed officials to mandate local NPS that outdoor recreation is an important of their & our future.	Business Owners	2
What if we had public outdoor recreation equipment available for public loan?	Community Groups	2
I wish we had a publicly held land base that places like Boulder or Asheville has comparable in size.	Landowners	3
What if we had sidewalks in all neighborhoods?	Community Groups	4
I wish the state collected fees for the activities so that we could be a revenue source.	Business Owners	6
We could refine local government operating policies (consumption/usage) by implementing specifications. E.g. specs for paper purchasing “Pay as you throw” program.	Conservationists	6
What if we used the infrastructure that already existed? (Infrastructure: e.g. mounted patrols being relocated)	Media	6
We could establish a partnership among local agencies similar to the “Tale for one City” program.	Media	6
What if the Public assets determine if they are legit /evaluate their “NO” signs.	Business Owners	7

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We could create a resource dept/division within local government. (generic for all of this.)	Conservationists	7
I wish we could fund \$ from the feds.	External Marketers	7
What if our city/county community sponsored a grand gathering of all involved in outdoor recreation not less than once a year.	Landowners	7

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**Section III.2**

**MATERIALS GENERATED  
BY ENTHUSIASTS  
(NOVEMBER 18, 2003)**

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• Creating an outdoor recreation “persona”	18
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## TOP VENUES IN THE REGION

What makes for a “top-ten venue”? List such venues in this region

Activity	Top Ten Characteristics	Local Venues Meeting Top Ten Status	Best kept Secrets
<b>Hiking</b>	Trees, good parking, point of interest, marked trails, scenic, publicity and information of trail.	Foster Falls, Cumberland Trail, South Cumberland Rec. Area, Chickamauga Battlefield Big Frog/Ocoee River, Cloudland Canyon. (Please be careful about publicizing “sensitive” areas.) N. Chickamauga Trials, Chattanooga Nature Center, Fort Mtn. & Cohutta, Fall Creek Falls	Little Frog Wilderness Area trails around Ocoee Whitewater, Pigeon Mtn. trail
<b>Road Cycling</b>	Mountains and varied topography Huge network of good roads within reasonable distance Spirit in cycling community Low traffic Geography to major cities Weather Good support from local government	3 State 3 Mountain Century Sequatchie Valley Century Diabetes Tour de Care Choo Choo Challenge Raccoon Mountain Road Race Dalton Cancer Ride North Ga. Century River Gorge Road Race M.S. Ride Scheduled Club Rides Bike Rodeo	Mount Cove Farms ride Cohutta Fire Dept. Fund Raiser Cherohala Skyway Sequatchie Valley Pocket/Villanow/Subliga – Area Chickamauga Battle Park Raccoon Mtn. Reservoir Bike Clubs (CBS, NCCC)
<b>Flatwater Paddling</b>	Easy access – services such as boat livery Natural beauty – wilderness – tranquility Year round weather potentiality – camping availability	Grand Canyon of the Tenn. River Caulderwood Lake Santeelah Hiawassee Dam Lake North Chickamauga Creek Sale Creek Watt’s Bar Appalachia Lake South Chickamauga Creek Lower Ocoee	Grand Canyon of the Tenn. River Caulderwood Lake Santeelah Hiawassee Dam Lake North Chickamauga Creek Sale Creek Watt’s Bar Appalachia Lake South Chickamauga Creek Lower Ocoee

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		Lower Hiawassee	Lower Hiawassee
<b>Hang Gliding</b>	Weather, climate, aero towing and mountain launch, long ridges, scenery, ease of access, protected landing field, inexpensive lodging. World class training facilities. Year round instruction. Access to Chattanooga	Lookout Mtn. Flight Park Tennessee Tree Topper Chilhowie, Tn. Mountain	Lookout Mtn. Hang Gliding
<b>Horseback Riding</b>	Terrain and overlooks, geographically “horse friendly” Show facilities centrally located	Pigeon Mountain Prentice Cooper Nat. Wildlife Area Starr Mtn. – Cherokee Nat. Forest Chestnut Mtn. Iron Mtn. – Cohutta Wildlife Management(?) area Sumac Trail Chickamauga Battlefield Tri State Exhibition Center Murray County Saddle Club	Tri-State Exhibition Center TN Horse Council Horse friendly B&B and overnight boarding Windwood Farms See horsemotel.com Overnightstabling.com
<b>Rowing</b>	Buoyed 2000 m course Controlled power boat traffic Light current Docking facilities Viewable race course Long stretches to tow (8-10 miles) Convenient hotels and restaurants	No top-ten venues indicated	Oak Ridge Gainesville, GA Aiken, SC
<b>Birding</b>	Accessibility, good habitat, good views,  focal species (cranes, peregrine falcon) or flora, varied habitats (riparian,	Brainerd Levee, Hiawassee Refuge, Craven’s House, Standifer Gap Marsh, Riverwalk/Greenway, TN River Gorge, N. Chickamauga Creek, city/state/county/federal	Standifer Gap Marsh



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	wooded, etc.), public access	parks, Audubon Acres, Chattanooga Nature Center, Reflection Riding	
<b>Running</b>	Natural beauty Weather Vacation spot – other attractions Community support for event “Must do” event perception Exclusivity - like Boston Marathon Event management (volunteers, food, etc.)	<b>Top Ten venues in this Region</b> Manne Corp. Marathon – Wash. DC Peachtree RR – Atlanta Cooper Bridge Run – Charleston Jacksonville River Run Iron Man Florida Grandfather Mountain Country music marathon Memphis in May ½ Marathon – Virginia Beach Rocket City Marathon (Huntsville)  <b>Local Top Ten venues</b> Komen Race for the Cure Dam Triathlon Riverbend Run Karen Lawrence Run Chickamauga Chase Turkey Trot Chickamauga Marathon & 10 Miler Carpet Capital – 10 Miler Stump Jump Trail Run	Big Daddy (Lookout) Truck Trails on Lookout Raccoon Mtn. Greenway Riverwalk North Chattanooga/Riverview (Near Chatt CC) Missionary Ridge
<b>Mountain Biking</b>	Long trails, topography, variety, easy access, parking, wildlife, SINGLETRACK, loop trails, maps on display, marked trails	Tanasi Chilhowie Franklin SF Fall Ck Falls Roberts mill Pigeon Mtn. Cohutta Pinhoti Stringer’s ridge Sumac Ft. Mountain	No response given

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<b>Whitewater Paddling</b>	Ocoee/Hiawassee/rafting companies/TVCC Abundance of water to accommodate whitewater sports Long season Commercial – rafting and Rock Creek Outfitters Olympic Center Moderate training access = Access Leaders in whitewater industry (Olympian paddlers, slalom races, freestyle, instructors, etc.) 70+ quality runs – all levels, beginner to advanced variety Public land and access Draws in high level competitors	<i>(Transcriber could not cipher the many notes on the page)</i>	Walden's Ridge and its creek runs Available creeks The serenity White's Creek Available training, e.g., Rapid Learning and such pristine Water level gauges
<b>SCUBA</b>	Not having to travel. Platforms, changing facilities, bathrooms. Sunken attractions for viewing.	Loch Lo Min Quarry, Philadelphia Quarry, TN. River	TN. River – for limited class of divers
<b>Rock Climbing</b>	Quantity of the rock Quality of the rock Legal access to the cliffs Scenic beauty Variety of climbing Close proximity to the city	Rock Town Tennessee Wall Sunset Little Rock City Foster Falls Little River Canyon Sand Rock Citadel Suck Creek Buzzard Point	The best-kept secrets are usually secrets because of access issues so we choose not to list them here. If legal access were granted many of the secrets would be able to be more readily accessible to the greater climbing community
<b>Caving</b>	High density Variety “deepest, longest, range of difficulty, etc.” accessibility	None provided	Answer provided: . “ ‘Best kept secrets’ are best kept secret.
<b>Hunting and Fishing</b>	Water Habitats, Land Habitats and Public	Access to Bass	Reservoirs and Major Rivers for Catfish of great number

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	<p>Access/Management</p> <p>Note: Bass fishing is THE financial opportunity. Chattanooga was not a candidate for state tournament because at the time you couldn't get 300 boats in the water in a single morning as required. The Chickamauga Ramp has had an especially bad reputation.</p>	<p>Guntersville Weiss Parkerville Tims Ford Watts Bar Normandy Chickamauga Nickajack</p> <p>Access for game Cherokee to N.E. Cohutta to S.E. Prentice-Cooper to West</p> <p>Access to Trout Hiawassee and Tellico to North and East Elk River to West</p> <p>Note: Bass the most popular and can take the most pressure.</p>	<p>and size. TN River for Bass Prentice Cooper for small game Blyth Ferry Refuge for waterfowl</p>
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## INCREASING RESIDENT PARTICIPATION IN OUTDOOR RECREATION

**What positive reasons (arguments, rationale, “selling points”) would encourage more local residents to participate in your activity?**

Hiking	Health, stress relief, realize we live in a special area, team building, socialization, spiritually uplifting
Road Cycling	<u>Recreation and Transportation</u> Health Bike facilities in place Positive environmental impact Economical Social/fun Share parking spaces Bus bike carriers easy
Flatwater Paddling	Easy access for most people to achieve No better way to observe nature and wildlife Fishing and hunting are possible from sea kayak

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	<p>Inexpensive (relatively)</p> <p>Social – diverse community – any age</p> <p>Climate allows for year round participation</p> <p>Excellent exercise opportunity at various levels</p> <p>Many access points</p>
Hang Gliding	<p>Anyone (almost) can do it</p> <p>Least expensive form of aviation</p> <p>Flight in purest form</p> <p>Great views</p> <p>Easily accessible</p> <p>Social</p>
Horseback Riding	<p>Competitive pricing for boarding compared to larger cities</p> <p>Year round showing facilities</p> <p>Year round climate for trail riding</p>
Rowing	<p>Great fitness activity</p> <p>Great recreational activity</p> <p>Can participate at any age</p> <p>Convenient to downtown</p> <p>Activity for home school teens</p>
Birding	<p>Promotes conservations, appeals to all age groups and ethnic groups, can be inexpensive, good exercise, family activity, can be locally or globally</p>
Running	<p>Races benefit charity (community involvement)</p> <p>Running is low cost</p> <p>Healthy</p> <p>Access (<i>Ed: accessible?</i>)</p> <p>Little equipment required</p> <p>Wide variety of venues</p> <p>Endorphins</p> <p>Social activity</p> <p>Therapy and rehab</p> <p>Fellowship</p> <p>Weight control</p> <p>Improve the health of this community</p> <p>Can be done without a team</p> <p>Portable exercise when travel</p> <p>No experience or skill required</p>
Mountain Biking	<p>Beginner availability</p>
Whitewater Paddling	<p>Adult clinics, equipment provided by organizations such as Rapid Learning, <i>private ??</i></p>
SCUBA	<p>With local venue would save new divers \$250 – 300 for the ????? Div. This would encourage many more to take classes.</p>
Rock Climbing	<p>Large Scale Climbing Gym</p> <p>Kid's Belay at the Chattanooga Market</p> <p>Clinics Offered by local businesses and climbers</p>

	Artificial Bouldering Park in Public City Parks Artificial Walls at big city events (Nightfall, Riverbend, schools) More visibility for Guide Services/Instructional Services Walnut Street Wall Open: Free to the public (needs public funding)
Caving	The numbers involved will not significantly impact the local community. The number of wild cavers is too small.

**What keeps more area residents from participating in your activity  
(what are the barriers to participation)**

Hiking	Fear the unknown, safety, lack of knowledge about where to go or what to do
Road Cycling	Safety Topography Lack of animal control More/better urban corridors (wider bike lanes) Intimidation of group riders Weather Lack of bike racks Lack of public rest rooms Construction
Flatwater Paddling	Access difficulties Fear of turning over Financial difficulties – boats and gear are expensive Lack of rental availabilities – liability issues Organizations that do provide trips are not well-known – need more advertisement Lack of retail services
Hang Gliding	Fear Lack of education Lack of awareness Perception of what it is
Horseback Riding	Costs of maintaining/stabling horses Skill levels/housing issues Poor coordination of equine support organizations and poor coordination of equine information support
Rowing	Don't know sport exists in community Have to attain a minimum skill level Have to have access to equipment Fear of water Initial cost of equipment unless member of club
Birding	Lack of knowledge of activities and events, stereotype of birdwatchers, impression that you need to be a scientist to participate
Running	Lack of knowledge Lack of awareness

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	Lack of support Sociological issues Intimidation – fear Limited rewards for participants Psychological barriers to running
Mountain Biking	Perception of difficulty
Whitewater Paddling	Cost and availability of equipment, safety level
SCUBA	We need to increase swimming skills in minority community as a prerequisite to them taking scuba. This would open up the sport to much more of our population. Travel time and travel cost
Rock Climbing	Cost Access- lack of legal access Information Education Networking Lack of good parking Lack of local (in city) camping Lack of legal access Lack of extensive entry-level routes Lack of areas for easy Top-Roping
Caving	The numbers involved will not significantly impact the local community. The number of wild cavers is too small.
Hunting and Fishing	Lack of knowledge to access Cost of license fees and equipment (although they are reasonable per activity) Introduction opportunities Note: Boat rentals are needed on Chickamauga and Nickajack like elsewhere in the country.

**What can area enthusiasts do to increase the number of local residents who participate in your activity?**

Hiking	Coordination – conflicting activities
Road Cycling	Bike education classes/schools/church's/other orgs. Bike etiquette Media relations/letters to papers
Flatwater Paddling	Invite friends and family on trips Races or other events that would publicize sea kayaking, etc. Channel 45 – PBS – video playing on regular basis More media coverage Visitor publications with sea kayak info – rental options More visibility of paddlers downtown
Hang	Education in entire area

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Gliding	Craft fairs Good ambassadors Club activities Our Chamber meet with others. Publications in local and school libraries
Horseback Riding	No response
Rowing	Recruiting and advertising Private and group lessons
Birding	Better publicity, more outreach to people of different experience levels, more non-weekend activities
Running	Publicize Promote beginners Group runs Be ambassadors “Last runner” designated at a race “511” – recreation hotline like “311” or outdoorchattanooga.com Broaden membership of CTC Improve opportunities for special needs runners (like ¼ mile runs, etc.) Increase the CTC race schedule Increase CTC programs (like programs for beginning runners) Consider changing CTC name to something less intimidating
Mountain Biking	Group rides/levels
Whitewater Paddling	More adult clinics, visit public schools
SCUBA	Lead local dive excursions. Stock quarries with zebra mussels, fish, under water attractions. Offer advanced classes in addition to new diver classes. Advanced dive courses could attract another 200-300 persons per year. River rescue continuation. See Greg Eichs.
Rock Climbing	Form a local Club (we are in the process of doing this) Organize and inform others of the issue
Caving	The numbers involved will not significantly impact the local community. The number of wild cavers is too small.
Hunting and Fishing	Cross Media Advertising like the CVB, Aquarium and Whitewater Interests are doing

**What needs to be done otherwise (by others) to increase the number of local residents who participate in your activity?**

Hiking	Have outdoor festival at Coolidge Park like Culture Fest. Hiking week in spring, have a backpacking conference in town. Host American Hiking Society annual conference or some other big group. Promote hiking in schools – backpacking seminar, show
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	slides, etc. Market with hiking pamphlets in visitor perspective, i.e., Rock City, Ruby Falls through Chamber of Commerce, etc. Finish building trails like Cumberland Trail, connect Pinohote trail to Chattanooga.
Road Cycling	Bike lanes Marketing and advertising – PR Education through other institution, e.g. drivers ed. Support of master plan by surrounding jurisdiction Employer incentive Hire biking pedestrian coordinator More greenways and rails trails
Flatwater Paddling	Educational opportunities for advanced training Livery service Retail opportunities with education on equipment needs Sharing of information by various groups
Hang Gliding	Media Sponsor events at our locations Participate in other sports (have races start or end at our facility) Outfitters with glider signage
Horseback Riding	Recommendation – have local newspaper include a section/page dedicated to equine activities. Media resistance to coverage of equine activities
Rowing	Media coverage to raise awareness Posters on Walnut St. explaining sport and how to contact clubs Info kiosk at Rowing Center along Riverwalk Info to schools Regional advertising of regattas Outdoor art displaying at rowing
Birding	More reporting by the media, information included by convention and visitors bureau, regional/state wildlife viewing guide
Running	Easier to get permits, etc. for races from city Media support Lighting Sidewalks Speed limits Police awareness City to make priority to serve groups that serve the community (attitude, support). Attitude of lower level workers – push down Combine resources with other clubs (walking, hiking, etc. bike club) Promote cross-training with other groups
Mountain Biking	Give us land to build trails Outdoor use fee (pay to play) connections
Whitewater Paddling	Whitewater course, certified instructors (ACA, Swiftwater Rescue – provides fire rescue training, etc.)



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SCUBA	Increase awareness of dive flag significance Increase opportunities at Tenn. Aquarium
Rock Climbing	Increase easy parking at Sunset to help make it more accessible Lift ban on climbing in the Signal Mountain City Limits Have a city liaison/representative to work with landholders (NPS, private landholders, public land) Establish outdoor/climbing programs in the Public Schools of Chattanooga
Caving	The numbers involved will not significantly impact the local community. The number of wild cavers is too small.

## INCREASING VISITOR PARTICIPATION IN OUTDOOR RECREATION

**What positive reasons (arguments, rationale, “selling points”) would encourage a visitor to stay longer to participate in your activity?**

Hiking	Variety, friendly community
Road Cycling	Multi-sport activities Variable terrain # of good bike shops Organized rides available Good family entertainment options Historical sights Central location Local bike shops offer assistance to visitors Clubs offer structure rides/assistance/info. Club websites
Flatwater Paddling	Hotels incorporate info on outdoor activities Paddle Chattanooga website Multiple day trips 2 hour blocks of activities available More restrictive waterways (no motors allowed)
Hang Gliding	Anyone (almost) can do it Least expensive form of aviation Flight in purest form Great views Easily accessible Social Because we are the best
Horseback Riding	Other tourist attractions/climate/reasonable lodging
Rowing	Downtown environment Other outdoor activities
Birding	Package offerings (stay longer and visit more viewing sites), partaking of other activities in Chattanooga
Running	Other activities besides running (scenery, Aquarium, etc.) Variety of running venues Variety of seasons, accommodations, climates Traditional events – with history (Chick Chase, Miss Ridge) Running specialty stores (locally owned experts) Vibrant activity
Mountain Biking	Business cooperation Tourist channel/LA cable Web promotion/search engine
Whitewater Paddling	Not age specific – great for all ages – package deal: Whitewater, Lookout Mtn., Downtown Aquarium

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	Whitewater course/park Also with package deal: lodging, shuttle Camping – plenty available, etc.
SCUBA	Tennessee Aquarium offering “pay-to-dive” program Opportunities for multiple outdoor activities
Rock Climbing	Lots of rock on high quality, volume, variety. Great rest day activities in the downtown area (aquarium, museum) Rest days are required during long climbing vacations (typically 2 days climbing and 1 day of rest)
Caving	“Blue Laws” need to be addressed More vacation time in accord with European work standards More 3-day weekends “Blue Laws” need to be addressed Mixed drinks in Walker County

**What keeps (what are the barriers to ) more area visitors from staying longer in the region to participate in your activity**

Hiking	Lack of information about where to go, nothing to act as a draw for long term visitor
Road Cycling	Rental bikes More published maps, lack of materials Lack of night life <u>Access to venues</u> (positive example: Santa Rosa, CA – extensive bike path connectors)
Flatwater Paddling	Lack of information and lack of rentals Lack of publicity Needs transportation availability
Hang Gliding	Air time into Chattanooga Awareness of location
Horseback Riding	Discretionary income. Lack of information as to where to find. Chamber of Commerce doesn’t currently have information.
Rowing	Lodging cost Participants have limited resources Most participants come only for competition
Birding	Lack of knowledge about all the viewing opportunities, websites need updating, better access/links to websites
Running	Low awareness of running venues Perception that Chattanooga does not have a “big” running event (prestigious event), lack of signature event Lack of branding of Chattanooga as a running city Lack of support from hotels – no published routes that hotels can give out
Mountain Biking	Lack of information Lack of trails

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	Media coverage/PR
Whitewater Paddling	Not well known beyond stopping thru from a rest stop/food break One big competition venue that's all inclusive for visitors to see – kayaking, climbing, hang gliders, mountain. Biking like a big fair
SCUBA	Lack of local diving facility. Even closest site is 50 miles away – draws visitors away from Chattanooga
Rock Climbing	Not enough legal camping Not enough safe and legal or environmentally friendly parking near many of areas Climbers need a hang out place Lack of centralized information center for climbing Lack of major sport climbing area close to the city SUGGESTION: Create a sport climbing park in Middle Creek with a camping/hangout area at the base of the mountain near the river and access trails up the mountain to the boulders and then to the cliff above.
Caving	Blue Laws prohibiting ability to make purchases Poor security at trail-heads & parking points Lack of camping in Hamilton County Not enough vacation time available to the American worker Not enough 3-day weekends No mixed drinks in Walker County

**What can area enthusiasts do to increase the number of visitors who stay longer to participate in your activity?**

Hiking	Coordinate and schedule regular outings to build and connect surrounding trails
Road Cycling	Formal bike touring company Offer more assistance Promote convention bike activities Utilize CUB to promote cycling Work with visitors center and hotels
Flatwater Paddling	Paddle Chattanooga – special sign to designate access-points Training centers for locals/tourists
Hang Gliding	Web site Testimonials Articles in major magazines
Horseback Riding	Availability of maps, trails access, lodging near parks, recreation areas and wildlife management
Rowing	Spring break training site Long distance rowing event that uses Blue Way Clinics and camps
Birding	Better publicity, more outreach to people of different experience levels, more non-weekend activities Use Outdoorchattanooga.com

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Running	Run route info to hotels Work with convention and visitors bureau Integrate with other clubs (hiking, bike, etc.) Link websites Runners to be personal ambassadors when they see other out of town runners Educate police force on safe places to run
Mountain Biking	No response
Whitewater Paddling	Imax doing a feature on local paddlers Cubical at the Aquarium in the Tenn. Section on white water ???, venue set up for visitors to try out camping
SCUBA	Overcome the barriers. Advertise the availability on dive shop websites, City of Chattanooga site, Chamber of Commerce, etc.
Rock Climbing	Spread the word. Talk it up. Participate in trail building and maintenance once access is granting to new areas close to the city.
Caving	Be hospitable.

**What needs to be done otherwise (by others) to increase the number of visitors who stay longer to participate in your activity?**

Hiking	Hike week in spring
Road Cycling	Hot housing and hostels Hamilton County buses bike racks Visitors bureau Public restrooms Awareness – business's promoting cycling Attitude adjustment (more cycling friendly city) Local government impress upon Clear Channel to helpers with ????
Flatwater Paddling	Icons for all areas – rock climbing, caving, sea kayak, etc. Training centers
Hang Gliding	Visibility, linking with others
Horseback Riding	No response?
Rowing	Develop VAAP waterfront for Spring Break training (could be 500 for a week) Develop rowing tour through George Advertising regattas
Birding	Better advertising, convention and visitors bureau info. Encourage professional wildlife societies to meet in Chattanooga
Running	Increase publicity outside the city Outreach communications Work with medical groups – cardiologists - to promote running
Mountain	TRAILS, TRAILS, TRAILS

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Biking	Events (when trails are complete)
Whitewater Paddling	Whitewater course/park to bring in more
SCUBA	Get kids involved in marine biology activities, environmental activities
Rock Climbing	<p>Need help with legal access for these specific areas. (Signal Mountain, Bee Rock, Elder Mountain, Sequatchie Valley's Real Cove)</p> <p>Need help speaking to the landowners</p> <p>Perhaps a city liaison to mediate between climber's desires and landowners needs</p> <p>Need more safe, legal, and environmentally friendly parking near many of areas</p> <p>Community Outreach from city</p> <p style="padding-left: 40px;">Rock Climbing is not dangerous</p> <p style="padding-left: 40px;">Rock Climbing is a good thing for the city and it's people to be encouraging</p> <p>*****Educational Document which shares with local landowners the laws of the city, county, state, and federal government which protect the landowners so they are not as uneasy about allowing use.</p> <p>Create a legal slush fund to help protect landowners from the cost of lawsuits</p>
Caving	<p>Availability of inexpensive, primitive camping</p> <p>Youth hostel type camping</p> <p>project a positive image</p>
Hunting and Fishing	<p>TVA</p> <p>Adverse Impact of Low Oxygen water releases</p> <p>Manage releases for temperatures and available oxygen levels that are most favorable to the health of the fisheries and secondarily for access.</p> <p>Kid's day at Lake Junior and other events</p> <p>TWRA:</p> <p>Begin focusing on Quality of fisheries as well as the quantity</p> <p>TWRA/TVA/State Land/ Federal Land</p> <p>Policy Coordination</p> <p>Focus on</p> <p>Increasing opportunities for uses</p> <p>Successes include: Trout at Lake Junior and TWRA Dove shoot at the Varner Tract</p> <p>Tennessee and Georgia would do well if they were to copy NC Trout Fisheries Management practices and policies.</p> <p>Regarding Trout they need to shift their focus to creating quality trout waters versus quick "put and take" cycles.</p>

### CREATING A TANGIBLE OUTDOOR RECREATION “PERSONA”

**List some ways by which enthusiasts in YOUR activity could make an outdoor recreation “persona” more tangible for the Chattanooga region (i.e. what YOU can do, not others)?**

Hiking	<p>Articles in national publications, i.e., Backpacker, Outside Spot in Chatt. Times/Free Press for hiking articles kind of like what is done for hunting and fishing now.</p> <p>Get out information about area clubs for newcomers and interested people.</p> <p>Information at retailers, phone book, etc.</p> <p>Links on websites, city, county</p> <p>Needs to be coordinated on activities. Outdoor Chattanooga website is pointing in right direction.</p>
Road Cycling	<p>Follow rules of road</p> <p>Work with TDA to develop maps/guides/materials</p> <p>Car window sticker or bumper sticker “share the road”</p> <p>More structured programs and rides for various levels of ability and experience</p> <p>Buy specialty license plates</p> <p>Boy Scout merit badge program</p> <p>Volunteer more</p>
Flatwater Paddling	<p>Website – Outdoor Chattanooga, possible links to other clubs such as the TVCC website</p> <p>Bumper sticker – Ask me about Chattanooga Outdoor opportunities</p> <p>t-shirt with Sea Kayak in Tennessee?</p> <p>Advertisements for motel rooms/Chamber of Commerce</p> <p>Paddle more in public areas such as Ross’ Landing, Coolidge Park</p> <p>Video for TV stations and Visitor Centers featuring sea kayak</p>
Hang Gliding	<p>Active members should make concentrated effort with publicity.</p> <p>Take part in community activities</p> <p>Include Chattanooga paper in articles</p> <p>Contact schools</p> <p>Sponsor sports teams</p>
Horseback Riding	<p>Feed/hay stores and tack shops</p> <p>Club meeting schedules in paper</p> <p>Volunteer trail cleaning</p> <p>Websites/links/postings</p>
Rowing	<p>National Learn to Row Day</p> <p>Rowing classes</p> <p>Chattanooga Head Race</p> <p>Scrimmages between clubs</p>

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	Summer camps Private lessons
Birding	Sponsor and support wildlife viewing events (e.g., Sandhill Crane Festival in Birchwood, TN Aquarium field trips, Christmas Bird Count)
Running	Publicity – increase it Runner’s column in newspaper Personal best in newspaper Broaden recognition of runner’s achievements (e.g. masters only races, etc.) Marked running trails (certified distances) More scheduled, non-competitive group runs (all levels) Personal ambassadors of the sport CTC members “stepping up” in the organization to strengthen club Broaden CTC membership Educate CTC membership (scoring, race directors, etc.) Improve ability to “foster” beginning runners
Mountain Biking	Build trails, PR (here and abroad), USER involvement, etiquette (IMBA rules), over use, youth involvement/family
Whitewater Paddling	Paddle more often Offer more clinics – beginner, etc. More advertisement Posting articles More media visibility – radio, TV, website links to popular boater sites, billboards Posting articles More media visibility Guide books
SCUBA	If site were made available – we could make it a scuba park – build platforms, sink attractions, maps, lead dives, stock with fish. Also, local dive organizations could assist with liability ins. needs.
Rock Climbing	Increase Visibility on a nationwide level by the city helping to promote local competitions Have a place for climbers to “hang out” (climber specific camping area brings climbers back and keeps climbers around for extended stays)
Caving	Web sites Being a public speaker Distribute a brochure Referral to local grottos and the NSS Referral to appropriate commercial caves
Hunting and Fishing	Media Savvy Show Free Press the number of licenses purchased within a 75 mile radius to get them to do as the Guntersville paper does with their Sports Page in weekly running features on hunting / fishing events and opportunities in the region Organized Stewardship akin to the River Rescue



### DEALING WITH ACCESS ISSUES

**What needs to be done to improve access to your activity in the region (make it more available, findable, convenient to get to, etc.)? What can the enthusiasts in your activity do to help address these issues?**

Hiking	Get out regional maps, brochures, website, links to clubs. Publish Chattanooga Hiking Guide. Government to work with private landowners to get easements across their land for connecting trails. For example, tie Cumberland Trail, Pinhote and Benton McKay together. Build Civil War trail network, tie into Chickamauga/Lookout Mtn. Network. The city has a real good plan for greenways. This needs to be completed and connected to other trails. Tie in Moccasin Bend, Brainerd Levee. Build trails in old Volunteer Army Plant.
Road Cycling	Maintenance of existing facilities Parking for structured rides Cyclist need to report needed road maintenance
Flatwater Paddling	Access icons Training centers Blueway brochures to be reprinted, improved distribution and better listings of access
Hang Gliding	Parking Public transportation Maps signage
Horseback Riding	Availability of maps, trails access, lodging near parks, recreation areas and wildlife management
Rowing	Advertise regattas Advertise summer camps and classes Continue to include rowing in waterfront development Develop venue on lake Improve existing web site Keeping media more aware of activities Advertise nationally Use school system resources to raise awareness
Birding	See all responses of the Birding group to increasing visitor participation
Running	Special needs Marked trails Lighting improvements Safety improvements Youth programs to address obesity/activity Maintain and continue support of formal running programs (CTC support of UTC program)

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	Formal support of schools to allow use of their tracks for running CTC outreach with schools, churches, etc. (health awareness) Non-competitive fun run with more events
Mountain Biking	The group referred to “see all other responses”
Whitewater Paddling	Camping Shuttle access Improve access to instruction Responsibility in using provided access land for parking, etc.
SCUBA	Access at Coolidge Park, Ross’ Landing, Chickamauga Lake Our preference for local sites includes Hixson Utility Quarry, Meigs County. Spangler Farm is a distant third.
Rock Climbing	Signage and Directions Regulations  Enthusiasts can participate in volunteer programs Spend time volunteering time at educational tables at climbing areas to educate climbers about the regulations and issues of the area
Caving	Provide tax incentives to private land owners who allow recreational caving on their land Publicize the recreational activity laws Tort reform in TN, AL, GA Public agencies re-visiting closures and access issues
Hunting and Fishing	Create a guide clearing house Knowledge of access Comprehensive coded map cosponsored by Agencies and Clubs, minimally priced

## DEALING WITH OTHER ISSUES

Other than access, please list any issues (one sentence for each item please) that inhibits a high-quality experience of your activity in the region.

Hiking	<p>Sprawl, air pollution, billboards, traffic congestion, lack of connected network – MOST PRESSING. For example, connections across river in Hixson, Hwy. 58 area connect N. Chickamauga with River Walk. Motor vehicles on trails. Trails need to be consistently maintained. Some security. Conflicts between various activities.</p> <p>General Concerns and Suggestions:</p> <ul style="list-style-type: none"> <li>❑ Most of the people interested in outdoor pursuits are Anglo-Saxons. We need to promote diversity with this initiative</li> <li>❑ City should also promote environmental stewardship to go along with recreation. Lets protect what we have.</li> <li>❑ Continue down the road that the City is on about sustainability and promoting the “Environmental City”.</li> <li>❑ City needs to back any new festivals or conventions. An example that happened in the past was the loss of the Bass Masters tournament.</li> <li>❑ The City must build a coalition with the county, state, area states and towns to promote this project regionally.</li> </ul> <p>Concerns:</p> <ul style="list-style-type: none"> <li>❑ Safety, not getting people lost, environmental awareness</li> <li>❑ What is City planning to do about environmental impact? More people on the trails or rocks in town will degrade the resource. Most of the areas the City is promoting are NOT on city property. How are you handling this?</li> <li>❑ What is the City going to do for us, the local hiking clubs?</li> <li>❑ Serious hikers are going to go to the Smokies. The City needs to understand they are going to compete with nearby better areas. One advantage Chattanooga would have is if area long trails could be connected and routed through Chattanooga, ex., Cumberland, Benton McKay, Pinhote.</li> </ul> <p>Promote Prentice Cooper hiking. From downtown Chattanooga, you can be in the woods doing an overnight backpack in about a 30 minute drive. Get the State to build more trails over there. The amount of current mileage could easily be doubled.</p>
Road Cycling	<p>Motorist Education</p> <ol style="list-style-type: none"> <li>a. Cycling etiquette</li> <li>b. Obeying rules of road (motorists and cyclists!)</li> <li>c. Public relations effort</li> <li>d. Bike task force</li> <li>e. Radio dialogue (talk show)</li> </ol>

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	<p>Volunteerism/stewardship for cycling</p> <ol style="list-style-type: none"> <li>Outreach to business and other organizations</li> <li>Outreach to volunteer center</li> <li>High school service hours</li> </ol>
Flatwater Paddling	<p>Conflict- hydrofoil vehicles at 40 mph is a major problem for sea kayakers. Suggest meeting with those in charge of hydrofoil plans to address concerns.</p> <p>Signage for places to stretch legs - restrooms</p> <p>DOWNTOWN ACCESS AND SAFETY are our most pressing concerns for the sea kayaking community.</p>
Hang Gliding	Noise publicity (?)
Horseback Riding	<p>Conflicts between hikers/bikers/horseback riding/hunters environmental issues</p> <p>If there isn't enough consumer use of facilities such as Tri-State, the facility could fail.</p> <p>Need more organized opportunities for communication between users.</p>
Rowing	<p>Coordinating use of downtown waterfront with others (possibly designating limited boat speeds)</p> <p>Organize rowing community</p> <p>Permanent public access for visitors</p> <p>Continued cooperation with TVA during regattas</p> <p>Nearby conflicting water usage –</p> <ol style="list-style-type: none"> <li>wakes from power boats are dangerous – power lines to Market Street Bridge be restricted – no water skiing, jet skiers, just thru traffic (barges, etc.) No wake zone on the Chattanooga side of Maclellan Island – does not restrict access up and down the river.</li> <li>as more use the river, safety issues with unaware and inexperience people – for example canoeist would not be aware of the rowers, who have a traffic pattern and of the speed of the eights. To prevent accidents, make them aware of rowing prime time use of water, which is 3-6 p.m. Mon-Fri in August, September, October, November (1-15), March, April, May, June (1-15)</li> </ol>
Birding	<p>Control urban sprawl</p> <p>Protecting riparian areas</p> <p>Lack of information/education about environmental issues</p> <p>Lack of participation in environmental issues</p> <p>Protect Brainerd Levee</p> <p>Better habitat protection and management for a variety of species.</p> <p>City, county and state parks and areas need to be managed more appropriately for wildlife. Don't cut grass in some areas, don't clear cut trees, leave buffer zones, manage water levels at Amnicola Marsh, be mindful of cutting, mowing and trimming during the breeding season, control exotic species.</p> <p>The wildlife watching group would be willing to be involved with meetings to discuss specific issues pertaining to our activity.</p>

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	<p>Include the Wildflower Society in future meetings.</p> <p>(Transcriber's note: a track from <i>The Migrant</i> was attached)</p>
Running	<p>Lack of a signature running event</p> <p>Lack of city support and detrimental government policies</p> <p>Overall health trends (obesity, exercise declining) – health status of the community</p> <p>Chattanooga running community needs to be more eco-friendly and be better neighbors</p>
Mountain Biking	<p>Trash</p> <p>Irresponsible trail use (ATV's)</p> <p>Lack of government impetus supporting MTB</p> <ul style="list-style-type: none"> <li>❑ Foster relationships – priority</li> <li>❑ TOEC (or TDEC?)</li> <li>❑ TWRA</li> </ul>
Whitewater Paddling	<p>Education/environmental awareness</p> <p>Increase surveillance in popular areas such as N. Chick. <i>Creek ??? out</i>, etc.</p> <p>Litter control</p> <p>Make known what rivers are dependable year round, not just season specific</p> <p>If the Ocoee Whitewater course was used/ran more water through it more often – it would bring lots more money</p>
SCUBA	<p>Although liability issues are frequently raised, we are confident that insurance can be obtained at reasonable cost for diving activities only.</p> <p>Daily operations also need to be addressed. Taking in admission fees - \$20 per person per day is well within the average range.</p> <p>Also, would need to provide someone trained in diving first aid.</p> <p>No other services are anticipated other than possibly concessions (snacks)</p> <p>Specifically we do NOT anticipate the availability or equipment rentals on air fills.</p> <p>Loch Lo Min gets 2200-2400 paid admissions annually. Many of these are from Chattanooga and surrounding areas. This quarry is in a very isolated area. We would draw from Atlanta, Murfreesboro, Cookeville, <i>Tulla???</i>, etc.</p>
Rock Climbing	<p>The ban on climbing within the city limits of Signal Mountain.</p> <p>The general negative media attention to “climbing accidents”.</p> <p>Old unsafe bolts or stolen equipment of routes.</p> <p>Security in parking areas (cars have in the past gotten broken in to at a few of the parking areas for climbing access)</p>
Caving	<p>Impact upon, or destruction of, a VERY fragile and non-renewable resource.</p> <p>Funding for stewardship</p> <p>Solution: Minimize traffic &amp; educate users</p>

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Hunting Fishing	<p>State, County and City do not abide by Clean Water Act and should.</p> <p>Need progressive licensing, Policy, Management, etc. We need best of breed from survey of neighboring states</p> <p>Leadership needed for promoting resources and access.</p> <p>Contrast Kentucky Lake and Lake Chickamauga. Why is the former more promoted? Probably in part because it is a more significant portion of that region's economy. The fisheries are quite similar and we could do the same.</p>

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**Section III.3**

**MATERIALS GENERATED  
AT THE FIRST PUBLIC MEETING  
(NOVEMBER 3, 2003)**

	Page
• Issues that Should be Considered in the Planning Process	2
• What works and Doesn't Work	10

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**Strategic Plan for Outdoor Recreation in the Chattanooga Region**  
**Summary and Synthesis of Citizen Input**  
**First Public Meeting on November 3, 2003**

**“Issues That Should be Included in the Planning Process”**

**Introduction**

The following document is a synthesis and summary of the output generated at the first Public Meeting for the Outdoor Initiative, convened on Monday November 3, 2003 in the Grand Ballroom of the Chattanooga Hotel from 5:30 PM - 7:00 PM.

Participants in the Public Meeting were randomly assigned to sit at one of 64 Tables. Table Leaders guided the respective table groups in undertaking the following assignment :

**Create a list of issues, concerns and topics you think should be included in our conversations over the next few weeks if this planning process is to be successful. After completing your list, identify and share with us 1-3 items that the Table believes to be “most important”.**

At the end of the evening, the sheets compiled at each table for this assignment were collected and transcribed, with the “most important” issue-items separated out. The complete list of issues is provided in an appendix document prepared separately from this summary.

Following the public meeting, the project facilitator reviewed the transcribed Table sheets and “clustered” the issue-items into a set of “themes of concern”. The headings in this document describe each of the themes that seem to be reflected in the issue-items. The issue-items identified by the Table groups as “most important” for each respective theme are shown (*verbatim* from the Table leader sheets) following each theme heading. Those issue-items that seemed to “fit” in more than one theme have been posted under more than one heading.

	Total Number of Items	Number “Most-Important”
Issues to Consider	456	116

NOTE: We recognize that clustering is a very subjective process. Indeed, some themes reflect concerns far larger in scope than the issue-items that were offered by citizens at the public meeting (for example, the theme, “Conflict Resolution”, is comprised of items suggesting the need for animal-friendly venues). Our purpose in doing the groupings is to provide the subsequent phases of the planning process with a more focused framework from which useful ideas for action can be generated.



## Themes of Concern

<b>Access</b>
---------------

Includes issues such as:

- Getting to the region (ability, ease, affordability to do so);
- Once in the region , getting to the activities and onto sites (visibility, find ability, points of entry, etc.);
- Ancillary facilities, resources and activities that expedite access (e.g. bike racks, infrastructure, maps, signage -- overlaps with “Awareness” theme).

21 Items From the Table Discussion Notes

### Most Important Issues that should be addressed in the Planning Process

- How do we make activities more convenient and accessible to city
- How to Manage the USE of natural assets – build the infrastructure, i.e., parking, transportation
- Sustain and improve access to resources available (TN River, climbing sites, trails)
- Access – where are they – Guide private land, connect
- How to promote better access to water resources controlled by TVA
- How to promote construction of dedicated bicycle routes in Chattanooga to promote daily use of bicycles for all purposes.
- How to access activities
- How to make Chattanooga the easiest place to access for recreation
- How to find places
- Acquire access to lands (private) – protecting resources
- In what ways might we make transportation easier and more affordable (airfares cheaper)
- In what ways might we expand public transportation to support outdoor activities, i.e., bike racks on buses
- Accessibility of already established recreation sites like P.C. River Gorge
- How to know access available, legalized trails – parking issues
- Parking for the outdoor activities
- In what ways might we encourage biking (reconciling motorized/non-motorized traffic, convenient bike racks, safe paths, etc.)
- How to increase legal access to areas (recreation) that are currently private or restricted, i.e., rock climbing – Signal Mountain
- How to make 1-2 person activities more family friendly
- Is there a way to compromise with rules/regulations in regards to land for mountain biking, hunting, fishing, etc. Public access to private land. Legalize Mountain bike trails.
- How to make Chattanooga the easiest place to access for recreation
- How to make hiking more accessible – directions easier to find trailheads

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## Asset Development

Includes issues such as:

- Assuring that there are sufficient venues appropriate to a “signature” outdoor recreation lifestyle.

2 Items From the Table Discussion Notes

Most Important Issues that should be addressed in the Planning Process

- Organize the development of assets
- How to get more bike paths (that are safe) in Chattanooga

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## Awareness

(Overlaps with Education and Access Themes)

Includes issues such as:

- Residents and visitors knowing about and understanding the resources
- Market development strategies
- Marketing and outreach communications strategies
- Development and distribution of collateral promotional materials
- Development and distribution of descriptive, directional, and interpretive information
- Inventories and database development
- Clearinghouse function

35 Items From the Table Discussion Notes

Most Important Issues that should be addressed in the Planning Process

- Increase awareness of what we have
- How do we make the community more aware?
- How to promote better access to water resources controlled by TVA
- How do we inform all residents about events and activities that are happening – need to involve media
- Need to make sure that we are informing outside our boundaries
- How to get word out to keep it – public relations, advertising
- How to provide info to people to find recreation spots
- Centralized outdoor database/center to guide you to places
- Central data base – findability
- How to raise community awareness within the city
- How do we effectively communicate the activities that are in our community

- How to promote the new arboretum and gardens in Chattanooga and work of master gardeners of Chattanooga
- In what ways might we promote what is happening in regards to outdoor activities and outside community
- How to communicate what is here
- Accessibility of information
- Media participation with public education and specific events (more outdoor coverage)
- Public media – more coverage
- Public knowledge of what's available
- Raising consciousness/knowledge
- How to create a Chattanooga centered map (75 mile radius), where caves, mountain biking, etc
- How to create a clearing house site that has information on all the sports available
- How to get the information out to the people here and that we want to invite (website, etc)
- How to promote these activities so that the local people will actually become involved and get out and participate – incentives, barriers. Create incentives (classes, training, etc.) to increase local participation. Especially directed toward children
- ID the sports available
- How do we market it all
- How to get information/maps on areas
- How to better publicize trails
- What ways to make information more available to community and visitors
- How to market resources to public
- Event calendar – how do you know what's going on
- define assets
- Information clearinghouse for available activities/resources
- Inventory resources within 75 miles
- How do we increase public awareness of greenways
- Comprehensively include and market, cross market
- Maps where things are, cooperation with convention bureau

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### Business Development

Includes issues such as:

- Strategies and policies related to business retention, expansion and recruitment
- Strategies and policies related to economic development

3 Items From the Table Discussion Notes

#### Most Important Issues that should be addressed in the Planning Process

- How to tie in small local business to plan, do we want an incentive? Minimize homogenization
  - How do we get recreational association headquarter to locate here
  - How to get more retailers for outdoor equipment
- 

### Cooperation

Includes issues such as:

- Organizations, agencies and citizens working together (collaborative spirit and action) to make something good happen

9 Items From the Table Discussion Notes

#### Most Important Issues that should be addressed in the Planning Process

- Synergy of unique outdoor activities, hang gliding, whitewater sports
  - How to package area attractions/businesses
  - How do we respect each “sporting” space
  - How to tie Ocoee events to Chattanooga Regional community
  - Educate current landowners about how outdoor recreation and private owners can coexist (i.e., liabilities, etc) knowing laws about injuries occurring on the land
  - Get outlying communities to “buy in”
  - Communicating among groups what’s happening
  - Live on, continue collaboration, re-visit
  - How do we accommodate many different recreational interests
-

### **Education**

(Overlaps with Awareness)

Includes issues such as:

- Helping residents understand all about the history, nature, value, and location of the region's outdoor recreation opportunities.

11 Items from the Table Discussion Notes

#### Most Important Issues that should be addressed in the Planning Process

- How to educate community regarding benefits of outdoor initiative
- How to put outdoor education program @ UTC
- More of an understanding, training, what is available and thru education
- Education of public to outdoor enthusiast activities "etiquette to bikers" safe for cyclists
- Develop education for conservation
- How to educate public of all ages starting in school about the opportunities, benefits and care of outdoor assets
- How to educate people, instruct on activity
- Educate the community on the use of assets
- Promote health education
- Reach out to educate – current residents that need to be involved

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### **Inclusion**

Includes issues such as:

- Assuring that the full spectrum of the region's population is involved in this initiative and its intended results and benefits.

5 Items from the Table Discussion Notes

#### Most Important Issues that should be addressed in the Planning Process

- How can individual communities form/plan collective areas for children (not rec. center) and adults – smaller scale than Coolidge Park
- How to satisfy hardcore enthusiasts and novices/families
- EDUCATION/MOTIVATION including disenfranchised
- Use Outdoor Chattanooga web site for access for all people to use
- Fees – what to charge, low-cost families and low-income

-----

### **Organizational Structure**

Includes issues such as:

- Assuring that implementation of the outdoor initiative be organized and managed for success.

1 Item from the Table Discussion Notes

Most Important Issues that should be addressed in the Planning Process

- How can we have a central organization to foster this

-----

### **Public Safety**

Includes issues such as:

- Creating an authentic sense that the region is a safe place to enjoy outdoor recreation; and
- Assuring that people actually experience outdoor recreation safely.

5 Items from the Table Discussion Notes

Most Important Issues that should be addressed in the Planning Process

- How do we make our city more pedestrian friendly? Pedestrian safety? Monitor safety?
- Improve a safe environments
- How do we provide safety from crime for individuals participating in these events/amenities
- Safety – people feel safe coming to Chattanooga
- Promote safety – participants and non-participants

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### **Resolving Conflicts (a.k.a. Animal Friendly)**

Includes issues such as:

- Assuring that conflicting activities, actions, strategies and policies are responsibly addressed.
- Assuring that animals can be appropriately included in outdoor recreation activities.

2 Items from the Table Discussion Notes

Most Important Issues that should be addressed in the Planning Process

- How to a big part of outdoor recreation is the “animal friendly” aspect. Particularly dogs, i.e., dog parks. Again, this is about lifestyle.

- In what ways might we include companion animals (pets) in these existing and new outdoor activities

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### Revenue and Resources

Includes issues such as:

- Assuring that actions from the plan are appropriately financed (funded, generate revenues, fee structures, etc.)

From the Table Discussion Notes

#### Most Important Issues that should be addressed in the Planning Process

- Fees – what to charge, low-cost families and low-income
- How will we pay for maintaining new public venues

-----

### Sustainability of the Natural Resources

Includes issues such as:

- Maintaining and preserving the very natural qualities in the region that enable outdoor recreation;
- Protecting natural environment from destructive development and use patterns;
- Promoting expanded bio-diversity

14 Items From the Table Discussion Notes

#### Most Important Issues that should be addressed in the Planning Process

- How to protect eco systems with increased participation
- Quality – environmental stewardship clean up
- Acquire access to lands (private) – protecting resources
- How to maintain natural resources (limit environmental impact) while increasing access
- How to obtain access to public/private lands easily without adverse impact (environmental, vandalism)
- Preserving outdoor habitats and preventing damage
- Develop a system to document the environmental impact for each of the outdoor activities
- Enhance the attractions without ruining them (sustainability)
- How do we increase our natural areas that are protected from true development and or misuse
- How to conserve resources...balance access – conservation
- Stewardship (prevent overuse)
- How do you protect the natural resources while providing use

- Prevent overuse, offer alternatives, limited parking, limit access
  - In what ways might we preserve for biological diversity
- 

<b>Unclassified</b>
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Includes issues that were unclear or did not fit into other categories

3 Items from the Table Discussion Notes

Most Important Issues that should be addressed in the Planning Process

- Address public assurance, i.e., liability issues, privacy issues
  - Organization of individuals
  - Ordinances prohibiting ultra lites (??)
-



**“WHAT’S WORKING AND NOT WORKING IN THE REGION”  
Summary and Synthesis of Citizen Input  
First Public Meeting on November 3, 2003**

**Introduction**

The following document is a synthesis and summary of citizen input generated at the first Public Meeting for the Outdoor Initiative, convened on Monday November 3, 2003 in the Grand Ballroom of the Chattanooga Hotel from 5:30 PM - 7:00 PM.

Participants in the Public Meeting were randomly assigned to sit at one of 64 Tables. Table Leaders guided the respective table groups in undertaking the following two-part assignment:

**Create a list of “what is working” in the region right now with regard to the topics you think should be included in our conversations over the next few weeks. Said another way...What are you proud of about outdoor recreation in the region? Or...What is going on in the region that will help forward our stated objectives?**

**Create a list of “what is NOT working” in the region right now with regard to the topics we you think should be included in our conversations over the next few weeks. Said another way...What bothers you with respect to outdoor recreation in the region? Or ...What’s going on that will prevent our stated objectives from being fulfilled?**

At the end of the evening, the sheets compiled at each table for these assignments were collected and transcribed. The complete list of items generated from these assignments is provided in an appendix document prepared separately from this summary. Following the public meeting, the project facilitator reviewed the transcribed Table sheets and clustered the “most important” items into categories. These clusters are shown on the following pages – the phrases in parentheses next to each heading are the *verbatim* “most important” items mentioned by participants at the public meeting.

	Total Number of Items	Number “Most-Important”
What’s Working	515	58
What’s NOT working	415	78

NOTE: We recognize that the clustering is a very subjective. Our purpose in doing the groupings is to provide the subsequent phases of the planning process with a more focused framework from which useful ideas for action can be generated.

### Clusters of Most Important “What’s Working” Items

Civic Persona and Infrastructure (Cooperative, “can-do” spirit; wide variety of active institutions, organizations and special interest groups; visionary processes in past; grass roots promotional efforts; organizations working together; history of figuring problems out and making successful solutions; positive attitude for change; public/private partnerships; Continued local and national commitment in the form of allocation of land, initiatives and resources; friendly place, hospitable)

Riverfront (New focus on the waterfront; Riverfront facilities/development; Riverwalk; Our use of the Rivers Edge; Outdoor opportunities on the riverfront)

Community Revitalization (General physical improvements, especially downtown and riverfront; also, the efforts and vision of groups and individuals who have helped make it happen)

Outdoor recreation community (area well-known nationally in specific outdoor recreation activities; enthusiasm of the enthusiasts; passion for many activities; many clubs; high-quality and actively marketed resources nearby; lots of activities and events; bicycle master plan; outdoor recreation businesses and organizations work together; TVA water release agreement/ especially for water sports; grass roots efforts in promoting regional resources)

Specific Facilities and Venues (Greenway/River Park; Walnut Street Bridge; Lula Lake; River Gorge; Coolidge Park; Aquarium generates tourism; Parks in most communities; a lot of public lands)

Concern for the environment (Cleanup efforts; environmental awareness and interest; programs; shift in mentality)

Natural resource preservation/conservation efforts (Land trusts, greenways, blueway, public-private partnerships for preservation, etc.)

Physical Circumstances (Easily accessible from major population centers; resources for outdoor recreation are nearby; Cherokee/Ocoee facilities are developed)

### Clusters of Most Important “What’s Not Working” Items

Public Awareness, Promotion, Marketing (Need better marketing of events; no outdoor recreation media center to serve as clearing house with information; Lack of publicity and marketing of events locally; Lack of education, no community newsletter; Lack of comprehensive info, communication and planning; No information on resources; Chamber has not been doing its job getting the communication of what activities are – what is available here in the area; Community awareness/media coverage; marketing/media plan; Need a central location for a communication center for all activities)

Public Safety (Need police protection at public recreation sites; Lack of security, “end-to-end” solution; Ignorance about outdoor activities which causes safety problems – e.g. lack of communication between bikers and drivers; Make downtown life more safe)

Access (Senior accessibility/H.C.; Can’t rock climb on Signal Mountain; Lack of distance signage on trails and roads; Ease of access for multi-purpose use trails; Parking for the outdoor activities; Lack of public transportation; Constructing new main roadways without taking the opportunity to add bike lanes; Legal access to recreational sites. Liability concerns of land owners and land managers; Access for outdoor activities – parking)

Public Sector Issues (State/federal red tape/non-cooperation to land use activities; Regional cooperation for outdoor development, protection; State of Tennessee; Too much fragmentation of government; More private/government collaborations; Nightlife isn’t supported by laws and policies/for after)

Detrimental Environmental Actions/Policies (Clear cutting is projected to increase 200% in TN – how do we collaborate as private landowners with the needs of the society at large; Irresponsible land use/uneducated participants; Pollution – trashy people; Litter; Local government allowing development on green spaces and wetlands; Sprawl, development of wetlands, forests; Good stewardship/people not responsible for litter, etc.; Over development of fragile areas)

Apathy (High couch potato factor/lack of motivation; Not willing to get involved)

Endangered Natural Resources (Tons of environmental problems; Pollution on bicycle routes; Building Wal-Mart on wetlands and Cherokee sacred land with no public process and violated community plan; Use of off road vehicles out of control in Cherokee Forest, Prentice Cooper; Still significant pollution and environmental concerns/issues: water, air, etc. ; Bad air quality; We haven’t done enough to reclaim damaged habitats, including waterways; The lake resources may already be to the point of overuse; Acid rain)

Inclusion and diversity (Funding/access for public schools in environmental education and awareness especially inner city/low income areas; Lack of minority participation; Education everyone; Awareness/exposure of all \_\_\_\_ [could not read this] groups to the outdoor activities; Not enough very local places for young children to play and meet and get away from video games and TV; Juvenile activities/opportunities (ex. Skate park); This process is not all inclusive. A large part of our population is not represented; how do we get more interest in the

local people to participate and support; disparate amount of resources between private and public schools)

Conflicts (Bicycle routes not separate from cars; Pollution on bicycle routes; Need driver education to respect bicyclists; Use of off road vehicles out of control in Cherokee Forest, Prentice Cooper)

Support Facilities/ Infrastructure (No bike racks downtown)

Economic Development (Promoting recreation doesn't always translate into jobs; Business are not creating opportunities, i.e. Bonny Oaks; Economic growth, population growth; Lack of diversity in jobs available that will attract newcomers; Not enough jobs to support people coming to Chattanooga to live)

Financial Resources (Difficulty in gaining access to funding; National parks having to close parts because of lack of \$'s; Lack of government funding; Stewardship of national parks inadequately funded)

Organizational Structure (No umbrella organization/clearinghouse)

Cooperative Spirit (Are all advocacy groups as welcoming?; Not think so singularly; Segregated communication; How can we get locals to accept newcomers and new adventures to explore their home turf; Lack of sharing areas resources)

Other (Shorter work days and more time to play; No life sports being taught at public and private schools; Make downtown live more affordable)

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**Section III.4**

**GENERAL IDEAS AND COMMENTS  
GENERATED DURING THE PLANNING PROCESS**

	Page
• Ideas from Stakeholder Input Sessions that received no priority ranking	2
• General Comments from the November 3, 2003 Public Meeting	5

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**IDEAS FROM STAKEHOLDER INPUT SESSIONS THAT RECEIVED NO PRIORITY RANKING**

<b>Idea</b>	<b>Stakeholder Group</b>
We could Increase available Free and Paid Primitive Camping facilities.	Business Owners
I wish we had high speed boat racing again.	Business Owners
I wish the CVB would ask conventions/conferences what they would like to do in outdoor recreation while here.	Business Owners
I wish the newspaper would have specific listings re: outdoor recreation.	Business Owners
I wish NPR would underwrite our outdoor recreation radio show or sponsor organization efforts.	Business Owners
I wish we had more progressive (catch release) fishing regulations.	Business Owners
I wish that somehow we could shift the public's consciousness away from team sports activities to individual and group outdoor activities.	Business Owners
What if there were two great big artificial boulders at Coolidge Park.	Business Owners
We could expand the outdoor recreation section of the paper.	Business Owners
I wish there was a more active environmental watchdog group for the river downtown.	Business Owners
We could provide cross links on website.	Business Owners
We could create a public recreation area in some of caves of Sequatchie.	Business Owners
We could share a marketing plan between outdoor recreation entrepreneurs and the city.	Business Owners
What if we could make access more available to business owners (to the activities).	Business Owners
What if this outdoor recreation issue was a prominent issue for future mayoral elections.	Business Owners
What if we had a clinic for interested novices.	Community Groups
What if we used the press to promote #17.	Community Groups
What if we had intergenerational camping experiences.	Community Groups
What if we had a "triathlon" –type activity except with outdoor recreation	Community Groups
What if look at other cities for good ideas.	Community Groups
What if schools could create outdoor enthusiasts clubs.	Community Groups
What if the community partnered with the school system to assure that kids know how to swim.	Community Groups
What if that community organizations would send reps out to schools to train kids and others in correct ways of participating in these activities. (e.g. the "Y")	Community Groups
What if we launched a huge environmental & conservation educational initiative.	Conservationists
What if we sent our emission to Senator Alexander to see if he is interested in generating financial resources.	Conservationists
We could scientifically assess the status of our resource areas. (sustainable health).	Conservationists
I wish we had a matrix of audiences to use in putting together education needs assessments and how to reach them. (matrix: chart, a tool)	Conservationists

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<b>Idea</b>	<b>Stakeholder Group</b>
I wish we had a central list of all the local conservation organizations.	Conservationists
What if we got outdoor rec. field trips for public school kids.	Conservationists
We could take a systems approach for connected multi purpose facilities and resources to make the best use of lending dollars. ( Systems approach: collective comprehensive of all encompassing)	Conservationists
What if we created a visual catalog to increase appreciation and entice usage.	Conservationists
What if we synthesized #03 bullet points to grab people with.	Conservationists
What if the owners of remaining green system in Hamilton County to consider conservation when deciding how to use their property.	Conservationists
I wish we implemented county wide land use and development laws.	Conservationists
I wish more funding were available for students to take outdoor environmental classes.	Education
We could make better use of existing outdoor recreational opportunities.	Education
I wish we had funding for 7&8.	Education
We could share city funding resources in the county (spread out requirement)	Education
We could establish community study circles to address these issues.	Education
What if we had a mentoring program matching enthusiasts with protégés.	Education
We could provide web links to existing resources.	Education
We could every school used the resources of the Tennessee National Guard. (outdoor rec. facilities and equipment).	Education
What if CHA were a training center for outdoor recreation certifications.	Education
What if there was funding to sustain#29.	Education
What if we had an outdoor “club” within our membership households (hospital fitness segment?)	External Marketing
What if we took down the state lines so the visitor can’t see it.	External Marketing
We could change the name to outdoor Chattanooga area.com.	External Marketing
I wish hotels had outdoor recreation equipment for people to use.	External Marketing
We could develop bike trails on city streets.	External Marketing
I wish there were camps that locals and visitors could be taught.	External Marketing
We could break a Guinness record in an outdoor recreation activity to get people more active.	External Marketing
What if outdoor recreation was featured in all college recruitment materials.	External Marketing
We could develop information packages for activities for hotels, employees, etc.	External Marketing
What if there was a central group marketing/coordinating these events.	External Marketing
What if we had proper funding.	External Marketing
I wish schools would have class projects to pick up litter in neighborhoods.	External Marketing
What if we had family camps to get people outdoors.	External Marketing
What if consider using the empty bldg in Coolidge Park for the center in #3	External Marketing
What if we had a week long outdoor festival.	External Marketing
I wish people knew about what we’re doing.	External Marketing
I wish Bass Pro Shops would plan events in Chattanooga area and market it in their catalogues.	External Marketing

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<b>Idea</b>	<b>Stakeholder Group</b>
We could develop an outdoor recreation mailing list of individuals.	External Marketing
What if the hotels offered transportation to the sites.	External Marketing
We could get hotels to offer picnic lunches for people who went to get outside.	External Marketing
I wish the outdoor brand was for the region.	External Marketing
What if we had more outdoor winter activities.	External Marketing
I wish Rock City was considered an outdoor winter activity offering.	External Marketing
What if I had a rock-house to turn into an amphitheater on private land.	Land Owners
What if we had a trade center type building to help bring this together to make this visible nationally.	Land Owners
What if timber harvesting was prohibited within a 75 mile radius.	Land Owners
What if a partnership of landowners to protect privately held civil war site included appropriate recreational use making these sites accessible to outdoor enthusiasts.	Land Owners
We could develop a top 15 list of outdoor recreation projects to focus on, and by which we can measure our results.	Land Owners
What if we were better at sharing our data.	Land Owners
What if we had more sidewalks in the outside the city.	Land Owners
What if there were more neighborhood parks.	Land Owners
What if private landowners made their land available for public recreation.	Land Owners
We could educate people about invasive exotic species.	Land Owners
I wish we had bike racks downtown.	Media
We could recruit more outdoor related businesses.	Media
I wish ESPN include whitewater rafting for X games.	Media
We could better identify and explain job and business opportunities that stem from outdoor activities. (Explain: to local residents. “It’s worth the investment”)	Media
We could come up with a better way to measure users locally.	Media
We could hold seminars on how to do particular activities and do it safely.	Media
We could have walks for charitable causes.	Media
We could begin to aggressively focus on health related news items.	Media
I wish we could replicate a Coolidge Park atmosphere on the downtown side of the river. (Coolidge Park atmosphere: the North Shore experience)	Media
I wish the smaller clubs had a venue to advertise (paid) their activities.	Media
What if the Chattanooga Federation took on #23 as a project.	Media
What if UTC sponsored #23.	Media



## GENERAL COMMENTS FROM THE NOVEMBER 3, 2003 PUBLIC MEETING

### Introduction

Participants in the Public Meeting were randomly assigned to sit at one of 64 Tables. At each table, a stack of blank 3x5 cards was provided to allow participants to share personal thoughts, ideas, or questions. At the end of the meeting, the 3x5 cards with comments were collected and transcribed.

Following the public meeting, the project facilitator reviewed the transcribed cards and clustered the comments into categories. These groupings are shown on the following pages – the “item” phrases within each grouping are *verbatim* what was on the respective cards as written by participants at the public meeting.

	Total Number of Items
3 x 5 card comments	107

NOTE: We recognize that the clustering is a very subjective process. Our purpose in grouping the comments is to provide the subsequent phases of the planning process with a more focused framework from which useful ideas for action can be generated.

Category	Item
Comment	People are not just looking for a city with outdoor activities, but a city who's government policies reflect the outdoor types' concerns. <ul style="list-style-type: none"> <li><input type="checkbox"/> Gov. use of PC waste recycled paper</li> <li><input type="checkbox"/> City funded and promoted curbside recycling</li> <li><input type="checkbox"/> Eco park rather than industry polluting</li> <li><input type="checkbox"/> Gov. stand against destructive practice</li> </ul>
Comment	People will be willing to volunteer if they knew how to do it.
Comment	No ??? golf course – Chattanooga is the largest city in the SE that does not have one
Comment	Bob you sold our wetlands your friends from Brainerd Vision
Comment	Horse trails and 4x4 trails
Comment	No more clear cutting, better forest management, cleaner air and rivers
Comment	Rocks – we got great rocks! Not just for climbing but as features in area
Comment	Would a 75 mile radius map of Chattanooga with outdoors info on it be a “findable”? WE have a 50-mile radius with tourist attractions spotted.
Comment	There is no single resource to find out where I can kayak, mountain bike, rock climb, etc. with instructors and pro's alike. If there is, it's not

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Category	Item
	advertised!
Comment	There are lots of horse enthusiasts in this area and they will spend a lot of money out of town because of lack of resources locally. The Bradley Co. (Tri State Exhibition Center) facility is working!
Comment	Mayor Corker – how can you promote a sustainable community without sustainable business? The Wal-Mart was a really, really, bad idea. Promote local business and local recreation, not the destruction of the entire ecosystem.
Comment	Don't forget golf! Chattanooga area has some great courses that could be marketed better to the average weekend golfer. The Bear Trace, Eagle Bluff, there's loads!
Comment	Promotion of holistic health and health lifestyle. No smoking ordinance – can't promote outdoor "Boulder" lifestyle if not a health-oriented community.
Comment	Outdoor enthusiasts are particularly sensitive to maintaining their health and strength by avoiding polluted air and water. Concerned about depredations caused by urban sprawl, coal fired power plants, vehicle emissions and pollution of river due to run offs and sales of water of out river basin.
Comment	Not mentioned in list of outdoor activities - 1. Civil War Battlefields, Chickamauga/Lookout Mountain 2. Target shooting "sport for all ages"
Comment	Rails-Trails Conservancy has looked at buying the old CSX tracks from Copper Hill to Delano. Could Chattanooga support that? Polk County has neither the people nor the money...nor the education.
Comment	Great opportunity – Ocoee and Hiawassee
Comment	Many hikers are coming to this area for foot trails, especially the Cumberland Trail
Comment	Can you help us promote our new business for 2004? Chattanooga Water Sports – Parasailing and Jet ski Rentals (316-6777)
Comment	Be the first in innovative outdoor enthusiast initiatives Paddling community and the Ocoee Beating our Perception of "Podunk"
Comment	Has it been studied how WV has created an outdoor signature lifestyle as one of the top economic incomes for the state?
Idea	Place distance inline skaters on website
Idea	City owns lots of land – i.e., the Greenway Farms – climbers, boaters, rescue squads, high angle training have all been denied access. Need to be opened up!
Idea	It would be a good idea to design a bike trail similar to the Virginia Creeper near Damascus, Va. which could not only increase the outdoor activity of Chattanooga's, but also bring in tourists from elsewhere. In Denver every 4 <sup>th</sup> grade student is provided a free lift ticket for one of the Colorado ski resorts. It would be a good idea to come up with a similar program here to get every child involved in an outdoor activity.
Idea	Allowing mountain biking on state forest wilderness area. Develop put-in for boating on creeks.
Idea	Develop a one-stop shop for information about outdoor activities. The stakeholder meetings should be more diverse than the table leaders turned out to be. Education regarding outdoor activity for inner city children.
Idea	Use of the 6000-acre recreation tract on the Ammunitions Plant to incorporate a professional grade Frisbee golf course that would only require 24-40 acres. Community/secondary education program to promote the use of said facility.
Idea	Need a water park. The best H2O Park is East

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Category	Item
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Put 400-500 youths in summer job</li> <li><input type="checkbox"/> Combine with whitewater race course which could be used for swiftwater training, Olympic training (bring venues to Chattanooga, exposure to kayaking)</li> <li><input type="checkbox"/> Draw family with older kids</li> <li><input type="checkbox"/> Volley ball tournaments</li> <li><input type="checkbox"/> 3,000 – 5,000 patrons daily</li> <li><input type="checkbox"/> Needs to be visible to 75 Brown Acres</li> </ul> <p>Don't just do it to get by. Build the biggest, build the best. Get people to talk about us and come to us. State park should be best park in East. Be a leader.</p>
Idea	Develop or establish horse trails and facilities to house horses for residents and those traveling through the area.
Idea	Can we create a Rails to Trails type program in the tri-state area (to include bikes, skates, walkers) like the Silver Comet in the Atlanta area
Idea	Provide a larger parking lot and better security at the Bowater Pocket Wilderness – North Chickamauga Creek. Develop and publicize the state land at Falling Water Falls – Signal Mtn. and Falling water
Idea	Information center in city with signage directing people. I hear people all the time stopping at convenience stores asking for directions.
Idea	Canoe kayak trips. East Chickamauga Creek. Put in: Audubon Acres Take out: Hooters Brainerd Road
Idea	I used to have a weekly radio show that announced outdoor events – should I start it back up.
Idea	Boat safety – licensing boater when they register their boats
Idea	We need an ice skating rink for youth and adult ice hockey and figure skating.
Idea	UTC offer an undergraduate degree in outdoor recreation
Idea	How could we develop an online map that would show individual locations for all kinds of activities and be able to enlarge an are and find out all about that area and what it offers.
Idea	How to provide an umbrella insurance policy for outdoor recreation agencies? Group self insurance?
Idea	Create exciting visual events and publicize. They will come!
Idea	Connect the greenways to the Riverpark and every thing else
Idea	Inventory of rec. opportunities
Idea	Creation of a National Outdoor Recreation Center which should exhibit manufacturers recreational products year round and serve also for show space, national environmental organizations space, a clearinghouse for showing visitors our natural assets and how to get to them, etc. I'll send more info to your web site.
Idea	Ordinance to clean up and control ????? on public and private lands Overlapping agencies – has been very hard to try to get both the Georgia and Tennessee highway up Lookout Mtn. Cleaned up. Park Service won't do it and T DOT does a very bad job.
Idea	Team up with “first things first” to organize “family” outings (hiking, biking, etc.) This may also be a way to draw in more African American families to outdoor activities.
Idea	Put a weekly section in Sunday's paper in Life and Leisure Section on the outdoors
Idea	Have a UTC more active in promoting outdoor education through their EHLS majors

**Strategic Plan for Outdoor Recreation in the Chattanooga Region**  
**Final Report – March 2004**  
**Section III.4: GENERAL IDEAS AND COMMENTS**

Category	Item
Idea	Whitewater course downtown area – would like to see that looked into again for the Roper Property – no reason that can't be an environmentally sensitive multi-use area using raised pathways/waterways for wildlife/flora viewing, moderate bicycling, and paddling. Whitewater course was in most of the table groups plans yet not incorporated in the final plan.
Idea	Bike trail commute around Chattanooga. Safe path/trails and in the City of Chattanooga. Husband rides his bike to work at Memorial and has come close to being hit by a car because of not having "bike trail".
Idea	Multi-purpose trails with leave no trace signs, i.e., Rails to Trails network
Idea	<ol style="list-style-type: none"> <li>1. Access for bicycling and rock climbing (particularly Robert's Mill and Sunset Rock). The town needs these convenient locations to participate in these activities.</li> <li>2. A whitewater park would also be great</li> <li>3. Can we get agencies in control of dams to provide whitewater releases on rivers besides the Ocoee (Hiawassee, Cheoah, Pigeon)</li> </ol>
Idea	Signature running event sponsored in part by the city, i.e., the Atlanta Peachtree race
Idea	Spend the first ten minutes of local news on outdoor recreation and environment. Who needs to hear about violent crime?
Issue	Get people walking outside
Issue	The Tennessee Valley is a great area for bird watching. The Sandhill crane festival in Birchwood has been listed as a top 10 event by Southern Living magazine. Brainerd Levee is listed in the National Geographic Guide to bird watching sites in the U.S. Bird watching is popular and lucrative. Bird watching should be an integral part of the outdoor development plan.
Issue	The newspaper's role in educating and reporting outdoor news is important. Currently they only have outdoor coverage once per week.
Issue	Stewardship of outdoor rec. area – prevent them from being destroyed, restore them, preserve, good management. Gathering of assets and access of public/private lands in Land Trusts in Lulu Lake
Issue	Identify wetland areas in order to preserve. Education opportunities as well as birdwatchers (large recreation segment)
Issue	Inner City and project families should not be exempted from participation requirements (as "they" were in recycling – as I was told
Issue	Identify – self promote – work together. Communication. Synergy of unique activities. Preservation
Issue	The river and water quality are a reflection of this community that resides beside it and depends upon it for healthy lifestyle – lets make sure our river is swimmable, fishable and our drinking water source is safe
Issue	Tennessee forests and streams are at a crossroads with industrial forestry increasing in our area 100-200% (USFS) in next decades, Chattanooga, as a community, should give voice to protecting these natural resources that provide a healthy place to live and recreate.
Issue	Transportation to and from outdoor activities
Issue	How to preserve the essence of each activity during growth? Example: Too many participants can ruin the experience. Example: Managing competing events impacts on resources
Issue	<p>#1</p> <p>PUBLIC/PRIVATE LAND OWNERSHIP – educate private land owners about liability issues</p> <p>EDUCATION – educate non-participants; share resources between competing outdoor activities</p> <p>ENVIRONMENTAL IMPACT – assess and monitor each recreational activity</p> <p>RIVER – make the river more acceptable to everyone</p> <p>- use the river in its cleanest most beneficial way</p>

**Strategic Plan for Outdoor Recreation in the Chattanooga Region**  
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Category	Item
	TRAILS – improve biking, hiking trails for access and safety
Issue	Build on the environmental city image which reached outside Chattanooga a few years ago to identify us as an outdoor destination (clean air, good water, great place)
Issue	Need to address pet restrictions. Require pets on leashes to baggies – provide more trash bags/bins. Responsible pet owners
Issue	How are we going to keep various business interests from running this show and not doing what the participants here tonight have said is MOST important; i.e., protection, preservation, reclamation
Issue	How do we identify public policy considerations (exercise design). Bike to work, school. Benefits of exercise (heart healthy, parking zones)
Issue	How to overcome the socio-economic barriers to participation in outdoor activities?
Issue	How to improve handicap accessibility to outdoor recreation and promotion of it.
Issue	Process should be used to create private sector jobs/entrepreneurship vs. public jobs
Issue	In what ways could we allow access to great places in nature while keeping them wild?
Issue	Keep the 75 mile radius in mind at all times. We need each other.
Issue	School children (elementary, middle and high) will have to be exposed to outdoor rec. in PE on a regular basis in order to change lifestyle in the next generation because they are not exposed by their sedentary family.
Issue	Need for more local mountain bike trails close to city. Need work on Stringer's Ridge
Issue	Water access for sea kayaks/canoes, etc. Only 2 good access points and they're not very good. The one at Coolidge Park is awful.
Issue	How will this initiative make efforts to be "inclusive" for inner city children who otherwise may not participate? Suggestion: organize school hiking field trips, etc.
Issue	Why can't we have our pets on Walnut St. Bridge and the Riverwalk/Riverpark?
Issue	How can we get the city clean? Maybe smoke free?
Issue	Must pass OHV legislation to help plan work
Issue	To live a healthier lifestyle social and personal
Issue	More access for more user groups in our public areas, i.e., access limited to all user groups except hunters and hikers at North Chick/J???? Gap Area. This displaced horse riders and mountain bikers who have been using this area for decades.
Issue	Failure to include bike lanes at the planning stage when roads are widened or resurfaced, i.e., Hixson Pike between Middle Valley and Dallas Day Road
Issue	You have over 40,000 horses in Tennessee but very little amount of trails. Areas to Develop: TNT plant on Bonny Oaks, Wildlife Preserves Hwy 60, Sandhill Crane Viewing Area, Yuchee Wildlife Preserve Hwy 30
Issue	Are you involving the ornithology/bird watchers? We'll all be there someday!
Issue	Need a more dog friendly city
Issue	"Time to Play" -employer programs -change in lifestyle attitude -prioritize an outdoor lifestyle city
Issue	Why is it that rock climbing is illegal in the city limits of Signal Mountain

**Strategic Plan for Outdoor Recreation in the Chattanooga Region**  
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Category	Item
Issue	Blue law very visitor unfriendly – more affordable gear rentals – need more lodging close to activities – pet unfriendly
Issue	Land use sprawl – water quality – use conflicts
Issue	People will not want to use the river for fishing, boating, and swimming if there are not signs up stating to not eat more than so many pounds of fish per week. Enforce stewardship of resources.
Issue	We need legal, accessible single-track mountain trails for riders of all levels – areas for beginners – education of landowners on land managers to benefit of non-motorized users.
Issue	How can we make outdoor Chattanooga a 4-season opportunity? How can we avoid over-extending ourselves and our volunteer base?
Issue	How can we utilize the tremendous resources owned by Land Trusts and private individuals while providing reasonable guarantees of security and environmental protection? How to attract both hardcore enthusiasts and novices/families? Provide equipment/instructors/facilitators for these activities at low cost.
Issue	Clearing north of Chickamauga Creek of trees would be much better than “Canoe the Sequatchie”
Issue	Funding to educate kids in public schools, re: environment, stewardship, make kids active so they will be in future. Mass transportation (clean!) instead of individual drivers to avoid issues like in Smoky Mountains
Issue	Concern: some of our fine wildlife and natural areas will not sustain heavy people oriented activities. “must be left alone for viewing and study”
Issue	In what ways might we make the river more accessible to small water craft. In what ways might we beautify the river banks along the river, i.e., get businesses together to do a mass planting along the banks of their property. How could Williams Island be used more effectively. (Moccasin Bend)
Issue	How to achieve multiple use of trails/woods (hunter, horse riders, bicyclists, hikers, 4-wheelers) How to inventory/publicize/build awareness of range of outdoor activities – a clearing house for developing, coordinating public info.
Issue	In what ways might we engage the African American community in outdoor activities? (>20% African Americans in Hamilton County) What is working – large number of canoeing/kayaking sites What is not working – outdoor access for minorities, disabled, disadvantaged
Works	#2 What’s working Variety and amount of outdoor activities available Green space downtown Organizations buying private land to bring access to the public
Works	#3 This process is not all inclusive. We are missing African Americans, retirees, inner city Times Free Press does not publish articles about outdoor activities Police force is not friendly to young people and sports enthusiasts Lack of public transportation
Works	Historical sites are well laid out and easy to find
Works/not works	What’s good – the attempts to develop outdoor activities and areas in Chattanooga area, from Greenway to Coolidge Park, Tenn. Blue Way to

Strategic Plan for Outdoor Recreation in the Chattanooga Region  
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Category	Item
	start on bike trails in the city. What’s not good yet – little focus on outdoor activity/sports into school learning, lack of coordination with other areas surrounding Chattanooga – develop at regional level.

# **Strategic Plan for Outdoor Recreation in the Chattanooga Region**

## **Final Report—March 2004**

### **Section IV**

## **RESEARCH COMPONENT**

- **Trends in national and regional demand for outdoor recreation**
- **Trends in local demand for outdoor recreation**
- **Outdoor recreation assets in four comparable communities**

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**Strategic Plan for Outdoor Recreation  
In The Chattanooga Area**

**Research Component**

**A note on printing the following report....**

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**Thank You,  
QL Consulting, Inc.**

# **Strategic Plan for Outdoor Recreation In The Chattanooga Area**

## **Research Component**

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**March 2004**

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**Research Component**

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## **Introduction**

The research findings in this document have been prepared to complement and inform a citizen-based planning process that was undertaken from October 2003 through February 2004 to establish an Outdoor Recreation Initiative for the Chattanooga, Tennessee area. The “Highlights of Findings” (page 2) summarizes the information in this report.

Three types of findings are presented. First, information gleaned from existing research reports (see “Annotated Listing of Sources”, Page 6) offers information related to trends in demand for outdoor recreation activities in national, regional/state and local contexts. Second, using the 1999-2003 editions of Lifestyle Market Analyst, socio-demographic data for the Chattanooga area is reviewed to compare characteristics of the local area population to the national profile of outdoor recreation enthusiasts. These findings are found on pages 22-25. Third, the consultant team conducted primary field research to develop a comparative analysis of characteristics related to five major local-area regions across the country that are known for their outdoor recreation lifestyles. Tables of these findings are shown on pages 26-30.

Selected elements of these findings, including related interpretation of the data, were presented in summary form at several public presentations delivered in person by the consultants as part of the interactive and participatory public planning process that was the cornerstone component of this strategic planning effort for outdoor recreation.

## Highlights of Findings

### National Demand Trends

- National participation in selected outdoor recreation activities increased virtually across the board from 1994-2001.
- Not only has the overall level of national participation increased for many outdoor recreation activities, but also, the *frequency* with which people participated nationally has generally increased as well. Thus, in recent years *more people* have been participating in outdoor recreation nationally, and they have been participating *more often*.
- In 2000, 78 percent of the national public participated at least once a month in outdoor recreation activities. The highest participation at this frequency were among those earning more than \$50,000 per year, those working as executives or professionals, and those with a college education. Not far behind, are parents, adults ages 18-44, and Internet users (i.e. people accessing technology).
- Participation rates in outdoor recreation increased across all income levels from 1994-2000, with those earning \$30,000 and up per year having the highest participation rates (all above the national average).
- While participation increased substantially for *all* income levels during the period 1994-2000, the percentage of those in the population who earned less than \$15,000 per year experienced the largest increase in percentage points (28 points).
- In 1999, the three reasons that most people participate in outdoor recreation were “for health and exercise”, “for relaxation” and “to have fun”. Other reported reasons that people participate: “Teaching good values to children” and “for the family to be together”. The reasons cited least: “For the excitement”, “to learn new skills”, and “for competition”.

### Regional Demand Trends

- Although almost two-thirds of all Americans participated in outdoor recreation in 2001/2002, the West has the highest overall participation rate per capita at 73.1 percent of residents. The North Central has the second highest participation rate per capita at 68.2 percent of residents and the Northeast has the third highest at 66.5 percent of residents. The South Central has the lowest participation rate per capita, 10 percentage points below the West at 63.1 percent of residents.
- With a 56.1% per capita participation rate in outdoor recreation activities, Tennessee ranked 47<sup>th</sup> out of the lower 48 states in 2001/2002.
- In 2001/2002, most of the states contiguous to Tennessee also had per capita participation rates that are in the lower half of U.S. rankings (rank in parentheses): Virginia (34),

Georgia (37), North Carolina (39), Arkansas (41), Alabama (43), Kentucky (46) and Mississippi (48).

### **Local Demand Trends**

- The percentage of Chattanooga area households participating in the majority of recreational activities from 1999-2001 (as tracked by Lifestyle Market Analyst) increased, with the exceptions of *golf* and *tennis*. The percentage of households in Chattanooga participating in outdoor recreation activities generally declined from 2001-2003.
- Outdoor recreation activities are not consistently in the “Top Ten” lifestyle activities for the Chattanooga area. Data from 1999-2003, shows no outdoor recreation lifestyle activity ever ranking higher than seventh in the Chattanooga region.

### **Comparison of Local Demographics With National Participant Profiles**

- For the Year 2000, national data shows that the population segments with the highest participation rates above the national average in that year, were parents, executives/professionals, adults 18-44, college graduates, and workers making \$50,000 or more per year.
- Comparing Chattanooga’s 2003 demographics to the national profile of outdoor recreation participants in 2000, we find (relative to the national baseline of 100) that:
  - The three lowest indexed occupation groups in the region are students (62), professional/technical (86), and administrative workers (91).
  - The index of college graduates in the local population (65) is well below the national baseline.
  - The indices for the age of head of household 18-44 in the Chattanooga region are below the national baseline.
  - The indices of those locally earning over \$50,000 per year are all below the national average.
  - With an index of 108, the number of married couples in the Chattanooga area is above the national baseline and single heads of households and married couples with children are at, or slightly higher than the national baseline. However, those with *no children* at home are generally higher than the national average (married couples over the age of 35 *without* children have an index of 121).

### **Comparison of Opportunities in Five Other Communities**

- The Chattanooga area has as many (if not more) varied and quality outdoor recreation assets and opportunities when compared to five other regions with acknowledged outdoor recreation lifestyles: Asheville, NC, Austin, TX, Boulder CO, Burlington, VT, and Portland OR.

**Annotated Listing of Sources**  
(Used for presenting national and regional demand trends)

Outdoor Recreation in America 2000: Addressing Key Societal Concerns (2000 Roper Starch Worldwide Inc.)  
([http://www.funoutdoors.com/Rec00/Rec%20Roundtable%20Final%20Rpt%2010\\_16.pdf](http://www.funoutdoors.com/Rec00/Rec%20Roundtable%20Final%20Rpt%2010_16.pdf))

Over the past seven years, the annual Recreation Roundtable survey has explored various aspects of Americans' participation in, and attitudes toward, outdoor recreation from satisfaction with recreational experiences to attitudes toward federal land use. This study expands on the previous studies and for the first time focuses on the role of outdoor recreation in addressing a variety of social problems. The study is based on 1,986 in-person interviews conducted with Americans 18 and older in their homes. Roper Starch Worldwide conducted all the interviews during the period of June 10 to 24, 2000. The sample reported on here is representative of the U.S. adult population. Outdoor recreation is defined in the survey as 37 leisure activities involving the enjoyment and use of natural resources.

Outdoor Recreation Participation and Spending Study: A State-by-State Perspective by the Outdoor Industry Association  
([http://www.outdoorindustry.org/State by State Study.pdf](http://www.outdoorindustry.org/State_by_State_Study.pdf))

The goal of the study (undertaken in 2001 - 2002) was to understand the regional and state-by-state trends in outdoor recreation participation rates. For this study, Americans 16 and older were asked general questions about different recreational activities in order to understand their perception of their recreational participation. The data measures the per capita participation rates of 21 human-powered outdoor recreation activities in order to compare participation rates on a state level. By measuring the data per capita, the study eliminates the difference in the number of participants in each state. California, for example,

has many more overall recreation participants than Idaho, but Idaho has a higher per capita participation rate than California.

Outdoor Recreation in America 1999: Family and The Environment  
**(<http://www.funoutdoors.com/Rec99/index.html>)**

This study is the sixth annual national survey performed for The Recreation Roundtable. The goals of this study were to investigate Americans' participation in and general attitudes towards recreation in the broadest sense as well as to determine Americans' attitudes toward the relationship between outdoor recreation and the environment. This data set is based on 2,000 in-person interviews with Americans 18 and older conducted in their homes during the period of June 19 to July 5, 1999. This is a representative sample of the American adult population.

2005 National Survey on Recreation and the Environment: A Partnership Planning for the Eight National Recreation Survey (Forest Service, NOAA, U. Georgia and U. Tenn. Forest Service, NOAA, U. Georgia and U. Tenn.)  
**(<http://www.srs.fs.usda.gov/trends/Nsre/NSRE200562303.pdf>)**

This is a Microsoft PowerPoint presentation that will eventually be used at the 2005 National Survey on Recreation and the Environment. This data set used a sample of over 75,000+ households nationwide, and includes non-institutionalized individuals 16 or older.



## **National Demand Trends in Outdoor Recreation**

To assess national demand for outdoor recreation, we examined data gathered in recent years in connection with participation trends across the United States. We reviewed data relating to

- Levels of Participation (number of people participating) in outdoor recreation,
- Frequency of participation for the general population,
- Frequency of participation for specific segments of the population,
- Participation by Income Level
- Reasons why people say they participate in outdoor recreation activities.

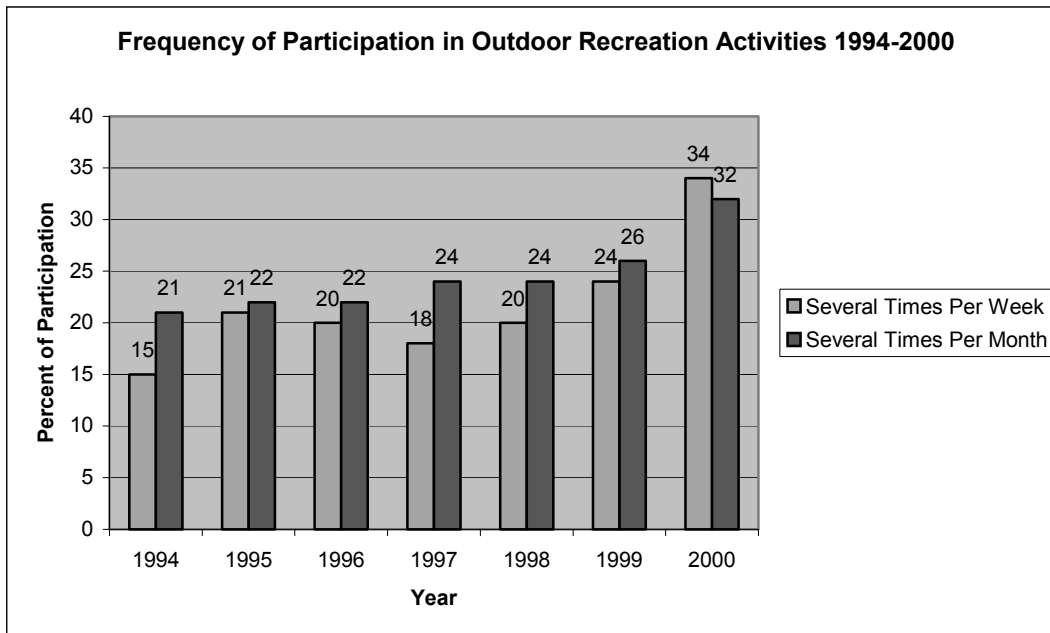
**Levels of Participation.** As shown in Table 1 (source: National Survey on Recreation and the Environment), in general, national participation in selected outdoor recreation activities increased across the board from 1994-2001. The largest increases can be seen in coldwater and warm water fishing, which gained 8.54 million and 8.24 million participants, respectively. Backpacking, motor boating, primitive camping, canoeing and horseback riding also experienced substantial increases as participation increased by more than six million participants. Rafting, kayaking, and mountain climbing are not far behind with over four million more participants. Small game hunting, sailing and caving saw smaller increases.

Table 1

<b>National Participation in Selected Outdoor Recreation Activities 1994-2001</b>			
Millions of Participants			
<i>Recreational Activity</i>	<i>1994-1995</i>	<i>2000-2001</i>	<i>Growth</i>
<b>Canoeing</b>	13.67	20.63	6.87
<b>Primitive Camping</b>	27.35	33.88	6.53
<b>Motor boating</b>	45.93	52.57	6.34
<b>Backpacking</b>	14.80	22.76	7.96
<b>Warm water Fishing</b>	39.86	48.10	8.24
<b>Horseback Riding</b>	13.94	20.95	7.01
<b>Coldwater Fishing</b>	20.27	28.81	8.54
<b>Small Game Hunting</b>	12.69	15.51	2.82
<b>Rock Climbing</b>	7.26	9.21	1.95
<b>Mountain Climbing</b>	8.77	12.85	4.08
<b>Kayaking</b>	2.58	7.29	4.71
<b>Rafting</b>	14.88	20.22	5.34
<b>Sailing</b>	9.34	10.80	1.46
<b>Caving</b>	9.22	9.25	0.03
**From the 2005 National Survey on Recreation and the Environment ( <a href="http://www.srs.fs.usda.gov/trends/Nsre/NSRE200562303.pdf">http://www.srs.fs.usda.gov/trends/Nsre/NSRE200562303.pdf</a> )			

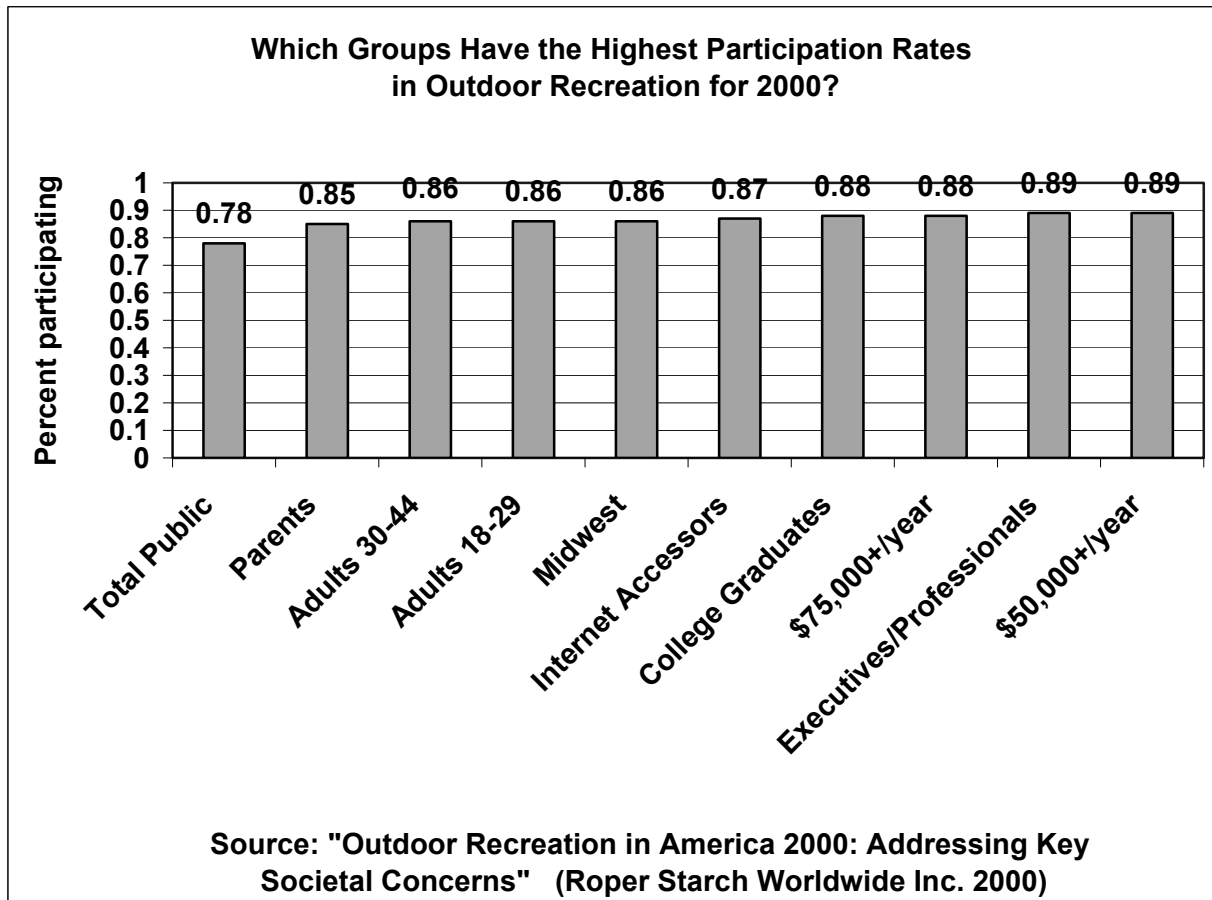
**Overall Frequency of Participation.** Not only has the overall level of national participation increased for selected outdoor recreation activities, but as indicated in Chart 1 (source: Outdoor Recreation in America 2000: Addressing Key Societal Concerns), the *frequency* with which people participated nationally has generally increased as well. From 1994-2000, the number of people who participated in outdoor recreation activities several times per month or several times per week increased substantially. For those who participated several times per week the percentage more than doubled increasing from 15 percent to 34 percent. A similar trend can be seen for those who participated several times per month as the percentage increased from 21 percent to 32 percent over the same period. Comparing Table 1 and Chart 1, we find that not only did *more people* participate in outdoor recreation, but also they participated *more often*.

Chart 1



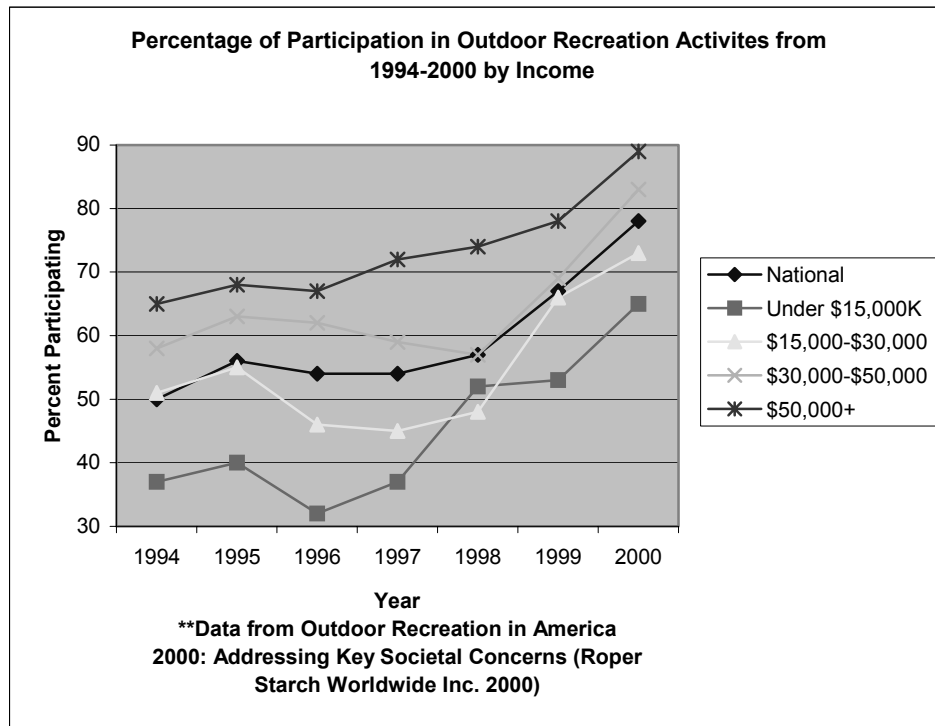
**Frequency of Participation Among Selected Population Segments.** Although the overall level and frequency of participation in outdoor recreation increased from 1994-2001, these increases may have been driven by increased participation by selected groups. As Chart 2 indicates (source: Outdoor Recreation in America 2000: Addressing Key Societal Concerns), in 2000, 78 percent of the public participated at least once a month in outdoor recreation activities. The highest participation at this frequency were among those earning more than \$50,000 per year, those working as executives or professionals, those earning more than \$75,000 per year, or those with a college education. Individuals in these categories tend to have more disposable income and perhaps more time to devote to outdoor recreation activities. Not far behind, however, are parents, adults ages 18-44, and Internet users (i.e. people accessing technology), who are also above the national average in terms of their participation at this frequency.

Chart 2



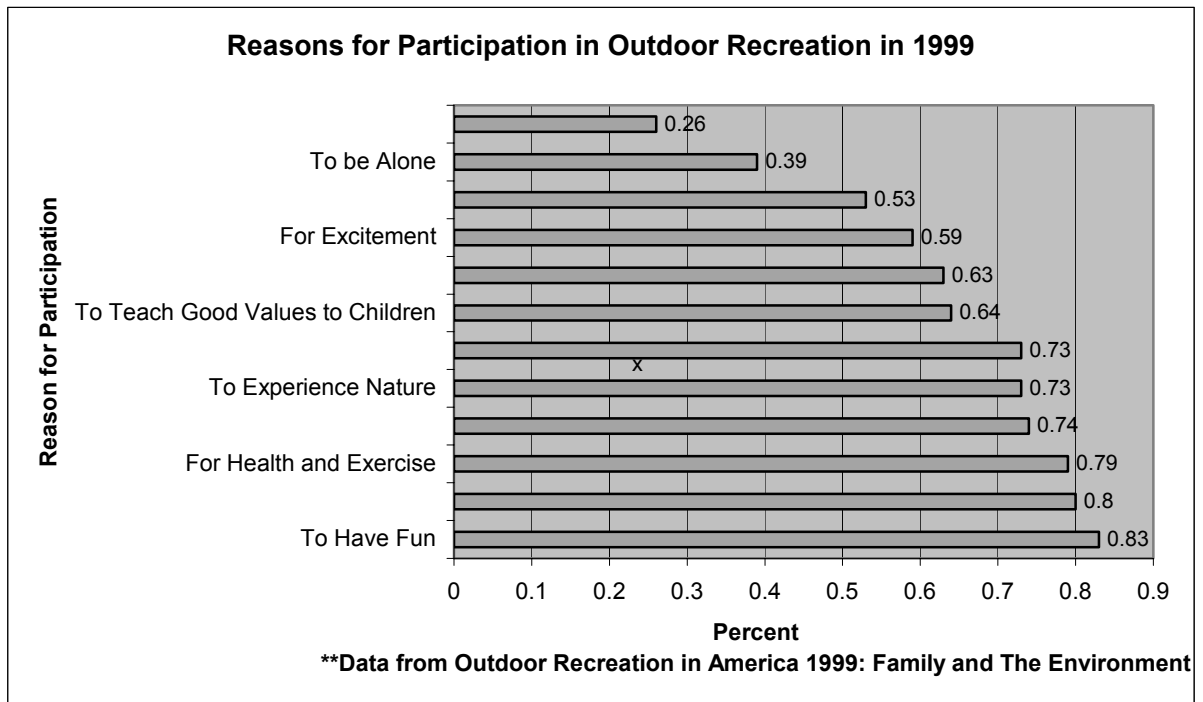
**Participation by Income Level.** While Income is a factor in high levels of participation, it should be noted that people of all income levels increased their participation in recent years. As Chart 3 shows (source: *ibid*), participation rates in outdoor recreation increased across all income levels from 1994-2000, with those earning \$30,000 and up per year having the highest participation rates (all above the national average). Those who earned less than \$15,000 per year experienced the largest increase as their level of participation increased 28 percentage points.

Chart 3



**Reasons for Participation.** As indicated by Chart 4 (source: Outdoor Recreation in America 1999: Family and The Environment), there are many different reasons people say they participate in outdoor recreation. In 1999, the three most important reasons were for health and exercise, for relaxation and to have fun. The majority of outdoor recreation participants participate more for leisure and personal health than for excitement, to learn new skills, or for competition, which were the least important reasons. Another important set of reasons that people participate is to teach good values to children and for the family to be together.

Chart 4



### Regional Demand Trends in Outdoor Recreation

To identify trends in regional demand for outdoor recreation, we accessed research conducted in 2001/2002 for the Outdoor Recreation Participation and Spending Study: A State-by-State Perspective published by the Outdoor Industry Association. This study divides the United States into four distinct regions. Tennessee is placed in the 13-state “south central” region, along with Oklahoma and Texas (states furthest south and west in this region) as well as Delaware and Maryland (states furthest north and east in this region). Because of the diversity and magnitude of these regional groupings, the regional analysis herein is provided only to give the reader a general “sense of the situation”, rather than a definitive analysis on which to base any specific strategic decisions.

**Relative Levels of Regional Participation By Activity.** Table 2 shows regional participation rates (2001/2002) in outdoor recreation per capita for the four different regions of the country: West, South Central, North Central and Northeast. Although almost two-thirds of all Americans participate in outdoor recreation, the West has the highest overall participation rate per capita at 73.1 percent of residents. The North Central has the second highest participation rate per capita at 68.2 percent of residents and the Northeast has the third highest at 66.5 percent of residents. The South Central has the lowest participation rate per capita, 10 percentage points below the West at 63.1 percent of residents. Thus, in general, the South Central United States does not have as strong local participation as the other regions of the country. Across all of the 21 human power activities, the West continues to have the highest participation rates per capita, with the other three regions all trailing behind.

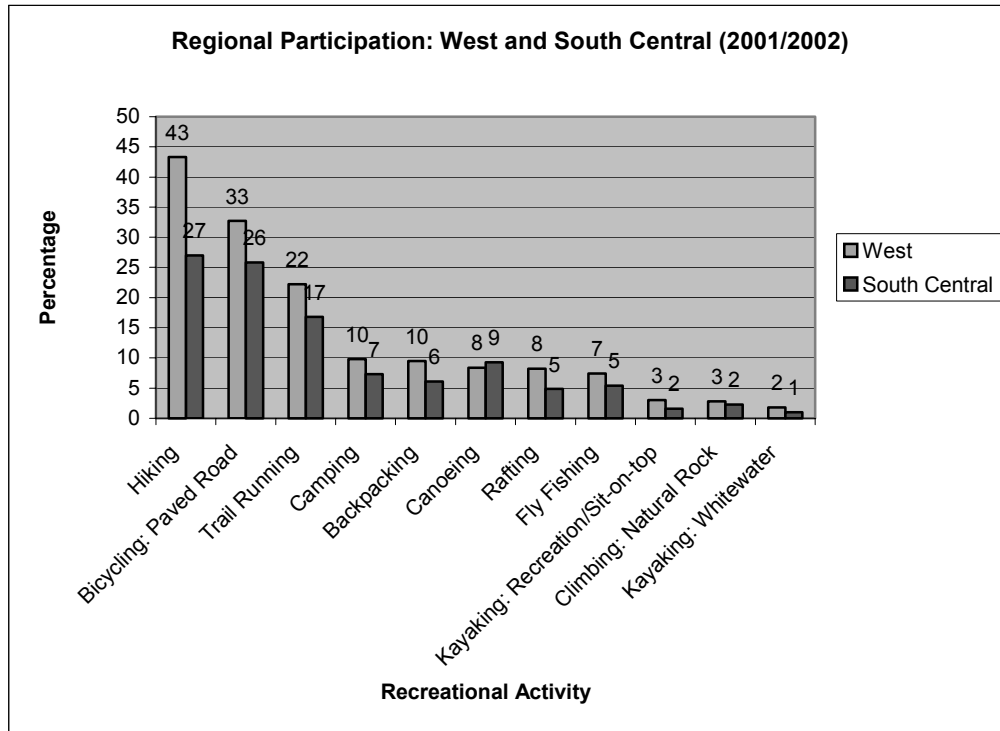
Table 2

<b>Regional Participation Rates Per Capita (2001/2002)</b>				
<i>Participation Per Capita</i>				
<i>Recreation Activity</i>	<i>West</i>	<i>South Central</i>	<i>North Central</i>	<i>Northeast</i>
<b>Overall</b>	<b>73.1</b>	<b>63.1</b>	<b>68.2</b>	<b>66.5</b>
Backpacking	9.5	6.1	4.8	6.8
Bicycling: Paved Road	32.7	25.8	32.3	30.1
Bicycling: Dirt Road	20.6	13.8	15.8	17.3
Bicycling: Single Track	21.3	14.7	16.2	17.2
Bird Watching	9.8	6.7	9.0	8.9
Camping	9.8	7.3	6.2	7.8
Car Camping	30.5	17.6	25.6	15.3
Canoeing	8.4	9.3	13.3	12.4
Climbing: Natural Rock	2.8	2.3	2.1	2.2
Climbing: Artificial Wall	3.4	1.8	2.5	2.2
Climbing: Ice	1.1	0.9	1.0	0.6
Fly Fishing	7.4	5.4	5.1	5.5
Hiking	43.3	27.0	33.6	32.1
Kayaking: Recreation/Sit-on-top	3.0	1.6	1.2	3.5
Kayaking: Touring/Sea	3.8	2.2	1.5	4.1
Kayaking: Whitewater	1.8	1.0	0.9	2.4
Rafting	8.2	4.9	4.3	5.9
Skiing: Cross-country/Nordic	6.4	1.7	6.6	10.1
Skiing: Telemark	2.4	0.8	1.2	2.2
Snowshoeing	3.3	1.1	1.8	3.7
Trail Running	22.2	16.8	15.6	17.3
<i>West: AZ, CA, CO, ID, MO, NV, NM, OR, UT, WA, WY</i>				
<i>North Central: IL, IN, IA, KS, MI, MN, MO, NE, ND, OH, SD, WI</i>				
<i>South Central: AL, AR, DE, FL, MD, MS, NC, OK, SC, TN, TX, VA, WV</i>				
<i>Northeast: CT, ME, MA, NH, NJ, NY, PA, RI, VT</i>				
From Outdoor Recreation Participation and Spending Study: A State-by-State Perspective by the Outdoor Industry Association ( <a href="http://www.outdoorindustry.org/State_by_State_Study.pdf">http://www.outdoorindustry.org/State_by_State_Study.pdf</a> )				

Chart 6 uses the data from Table 2 (source: *ibid*) to create a graphic comparison of the West and South Central Regions. In 2001/2002, for each of the listed recreational activities, except for canoeing, the West has a higher percentage of participation than the South Central.



Chart 6



**Relative Levels of Participation By State.** Table 3 (source: Outdoor Recreation Participation and Spending Study: A State-by-State Perspective by the Outdoor Industry Association) shows state-by-state data which makes regional differences even more clear. IN 2001/2002, Tennessee ranks 47<sup>th</sup> out of 48 states in percent of participation per capita in outdoor recreation. The 2,494,199 residents who participate in outdoor recreation, represent 56.1% of the population in Tennessee. Most of the states contiguous to Tennessee also have per capita participation rates that are in the lower half of U.S. rankings (rank in parentheses): Virginia (34), Georgia (37), North Carolina (39), Arkansas (41), Alabama (43), Kentucky (46) and Mississippi (48). In contrast, the majority of the states in the West rank in the top half of all states in overall participation per capita, including Idaho (1), Wyoming (2), Utah (3), Montana (4), Oregon (7), Colorado (8), Washington (14), California (15) and Arizona (17).

**Table 3**

<b>Participation in Outdoor Recreation by State</b>			
<i>Participation (2001/2002)</i>			
<i>Rank</i>	<i>State</i>	<i>Per Capita</i>	<i>Number</i>
1	Idaho	86.8%	841,236
2	Wyoming	81.8%	312,379
3	Utah	81.7%	1,306,000
4	Montana	80.9%	567,451
5	Connecticut	77.9%	2,065,481
6	New Hampshire	76.7%	736,775
7	Oregon	76.5%	2,045,061
8	Colorado	76.4%	2,538,356
9	North Dakota	76.2%	382,658
10	Michigan	75.6%	5,766,897
11	Delaware	75.0%	457,702
12	Minnesota	74.6%	2,821,981
13	West Virginia	74.4%	1,082,795
14	Washington	72.7%	3,309,763
15	California	71.3%	18,252,283
16	Kansas	71.2%	1,465,644
17	Arizona	70.7%	2,762,621
18	Vermont	70.0%	335,486
19	Wisconsin	69.5%	2,888,843
20	Rhode Island	69.2%	572,612
21	Missouri	69.0%	2,989,037
22	South Dakota	68.8%	397,245
23	Maryland	68.5%	2,798,459
24	New Jersey	67.2%	4,339,647
24	New York	67.2%	9,943,775
26	Florida	66.9%	8,524,278
27	Ohio	66.7%	5,862,617
27	Nevada	66.7%	1,025,777
29	Oklahoma	65.2%	1,738,210
30	Pennsylvania	64.6%	6,262,316
31	Texas	64.5%	10,073,673
32	Illinois	64.1%	6,108,940
33	South Carolina	64.0%	1,993,683
34	Virginia	63.8%	3,527,780
35	Iowa	63.7%	1,452,998
36	Nebraska	63.2%	831,064
37	New Mexico	62.7%	859,074
37	Georgia	62.7%	3,919,194
39	North Carolina	62.5%	3,931,989
40	Maine	62.2%	628,390
41	Louisiana	62.0%	2,104,809
41	Arkansas	62.0%	1,285,026
43	Alabama	61.4%	2,119,274
43	Indiana	61.4%	2,874,989
45	Massachusetts	61.2%	3,064,900
46	Kentucky	58.5%	1,849,351
47	Tennessee	56.1%	2,494,199
48	Mississippi	44.2%	954,793

From Outdoor Recreation Participation and Spending Study: A State-by-State Perspective by the Outdoor Industry Association ([http://www.outdoorindustry.org/State\\_by\\_State\\_Study.pdf](http://www.outdoorindustry.org/State_by_State_Study.pdf))

## **Local Demand Trends in Outdoor Recreation**

For analysis of local demand for outdoor recreation, our research focused on data provided by the Lifestyle Market Analyst (LMA), which annually studies the demographics of 211 metropolitan market areas (MMA) in the United States. For each MMA, LMA provides demographic data and tracks household participation in over 50 categories of leisure-time activities. Each year, LMA compares local lifestyle participation data against a national index (general population = 100) and lists the “Top Ten Lifestyles” for each MMA (i.e. activities with the highest index ranking). As with other sources reviewed in this document, the LMA data are used to give us a sense of the situation, not to make definitive judgments on which to base decisions.

**Top Ten Lifestyles in the Chattanooga region.** An analysis of the Top Ten Lifestyles in the Chattanooga MMA from 1999-2003 reveals that outdoor recreation activities do not represent a priority activity in most residents’ lives. As shown in Table 4, across the five-year period, Bible/Devotional Reading is by far the most dominant lifestyle of Chattanooga residents. Other consistently important lifestyles are collecting coins and stamps, owning a dog, entering sweepstakes, grandchildren, and vegetable gardening. Although residents do participate in outdoor recreation activities they are not consistently in the Top Ten Lifestyles and never higher than seventh. In 1999, for example, hunting/shooting and camping/hiking were the eight and tenth most important lifestyles, respectively. In 2000, however, recreational vehicles and fishing frequently were the ninth and tenth most active lifestyles, respectively. Then, in 2001, fishing frequently and in 2002, camping/hunting were the tenth most important

lifestyles. Finally, in 2003, hunting/shooting returned to the top ten as the ninth most important lifestyle.

Table 4  
Top Ten Lifestyles for Chattanooga, TN MMA  
 (from the Lifestyles Market Analyst 1999-2003)  
 (Base Index U.S. = 100. Comparison to 211 Metropolitan Market Areas)

<b>Top Ten Lifestyles 2003</b>	<b>Index</b>
Bible/Devotional Reading	179
Our Nation's Heritage	130
Coin/Stamp Collecting	127
Vegetable Gardening	125
Grandchildren	120
Own a Dog	119
Entering Sweepstakes	118
Collectibles/Collections	116
Hunting/Shooting	115
Own a Cat	113
<b>Top Ten Lifestyles 2002</b>	<b>Index</b>
Bible/Devotional Reading	179
Coin/Stamp Collecting	135
Vegetable Gardening	123
Own a Dog	122
Grandchildren	120
Collectibles/Collections	119
Our Nation's Heritage	119
Entering Sweepstakes	118
Automotive Work	117
Camping/Hiking	114
<b>Top Ten Lifestyles 2001</b>	<b>Index</b>
Bible/Devotional Reading	180
Coin/Stamp Collecting	131
Own a Dog	122
Vegetable Gardening	120
Collectibles/Collections	120
Our Nation's Heritage	120
Entering Sweepstakes	120
Grandchildren	118
Automotive Work	118
Fishing Frequently	117

<b>Top Ten Lifestyles 2000</b>	<b>Index</b>
Bible/Devotional Reading	178
Own a Dog	121
Entering Sweepstakes	121
Collectibles/Collections	119
Vegetable Gardening	117
Coin/Stamp Collecting	117
Grandchildren	116
Automotive Work	116
Recreational Vehicles	116
Fishing Frequently	115
<b>Top Ten Lifestyles 1999</b>	<b>Index</b>
Bible/Devotional Reading	179
Own a Dog	123
Entering Sweepstakes	121
Grandchildren	118
Collectibles/Collections	116
Sewing	115
Automotive Work	114
Hunting/Shooting	114
Vegetable Gardening	113
Camping/Hiking	113

**Outdoor Recreation Lifestyle Participation in the Chattanooga Region.** Table 5

shows the outdoor recreation activities tracked by LMA, and for households in the Chattanooga MMA from 1999-2003, the level of participation in those activities with comparisons to the U.S. general population. The percentage of households participating in outdoor recreation for the majority of recreational activities from 1999-2001 increased, with the exceptions of *golf* and *tennis*. The largest increases can be seen in *bicycling* (+3.7 percentage points), *fishing* (+3.9 percentage points), *hunting/shooting* (+3.1 percentage points), *recreational vehicles* (+4.4 percentage points) and *wildlife/environment* (+4.3 percentage points). The percentage of households in Chattanooga participating in outdoor recreation declined from 2001-2003. The largest decreases can be seen in *camping/hiking* (-4.2 percentage points), *fishing* (-4.3 percentage points), *walking for health* (-6.3 percentage points), and *wildlife/environment* (-3.8 percentage points).

Table 5

### Recreational Activity Data for Chattanooga from the Lifestyles Market Analyst 1999-2003

(Base Index U.S. = 100. Comparison to 211 Metropolitan Market Areas)

	<b>2003</b>			<b>2002</b>			<b>2001</b>			<b>2000</b>			<b>1999</b>		
<i>Recreational Activity</i>	<i>%</i>	<i>Index</i>	<i>U.S. Rank</i>	<i>%</i>	<i>Index</i>	<i>U.S. Rank</i>	<i>%</i>	<i>Index</i>	<i>U.S. Rank</i>	<i>%</i>	<i>Index</i>	<i>U.S. Rank</i>	<i>%</i>	<i>Index</i>	<i>U.S. Rank</i>
<b>Bicycling Frequently</b>	<b>14.2</b>	65	187	<b>16.1</b>	71	175	<b>17.8</b>	73	171	<b>17.0</b>	70	177	<b>14.1</b>	68	180
<b>Golf</b>	<b>17.4</b>	82	142	<b>16.4</b>	78	158	<b>16.2</b>	76	169	<b>17.1</b>	79	160	<b>17.2</b>	81	148
<b>Running/Jogging</b>	<b>10.7</b>	79	157	<b>11.5</b>	83	142	<b>11.9</b>	83	144	<b>12.5</b>	86	121	<b>10.1</b>	82	135
<b>Tennis Frequently</b>	<b>5.6</b>	81	96	<b>6.4</b>	88	84	<b>6.1</b>	88	74	<b>6.5</b>	83	91	<b>6.3</b>	93	64
<b>Boating/Sailing</b>	<b>9.7</b>	89	125	<b>10.7</b>	88	134	<b>11.2</b>	90	121	<b>10.5</b>	85	140	<b>10.1</b>	86	135
<b>Camping/Hiking</b>	<b>28.5</b>	109	87	<b>31.9</b>	114	79	<b>32.7</b>	115	79	<b>32.1</b>	113	81	<b>30.2</b>	113	72
<b>Fishing Frequently</b>	<b>32.0</b>	112	133	<b>34.4</b>	114	123	<b>36.3</b>	117	110	<b>35.3</b>	115	117	<b>32.4</b>	113	123
<b>Horseback Riding</b>	<b>7.7</b>	107	90	<b>9.6</b>	113	76	<b>10.5</b>	114	75	<b>10.4</b>	112	72	<b>N/A</b>	N/A	N/A
<b>Hunting/Shooting</b>	<b>20.4</b>	115	130	<b>20.8</b>	114	127	<b>22.0</b>	117	121	<b>20.7</b>	114	131	<b>18.9</b>	114	131
<b>Walking for Health</b>	<b>32.1</b>	103	94	<b>37.7</b>	104	80	<b>38.4</b>	104	73	<b>37.7</b>	102	92	<b>37.4</b>	104	69
<b>Recreational Vehicles</b>	<b>11.5</b>	106	109	<b>13.8</b>	113	97	<b>14.5</b>	114	91	<b>14.0</b>	116	91	<b>10.1</b>	111	100
<b>Wildlife/Environment</b>	<b>16.2</b>	105	97	<b>18.2</b>	102	114	<b>20.0</b>	105	96	<b>19.3</b>	104	97	<b>15.7</b>	101	101

## **Local Demographic Analysis**

In this section, we compare the socio-demographic data for the Chattanooga, TN MMA (taken from Lifestyles Market Analyst, 2003 edition) against the known national profile of active outdoor recreation participants. Our purpose in doing so is to identify the predisposition of the local area population to embrace an outdoor recreation initiative.

For the national profile, participation data for the Year 2000 is used as the benchmark.

**Occupation and Education.** The national market segments with the highest national participation rates in outdoor recreation activities included “executives/professionals” and “college graduates”. Tables 6 and 7 show the population segmentation in the Chattanooga MMA for occupation and education levels respectively, as well as an index comparing these percentages to the national baseline of 100. In Chattanooga, these groups are well below the national average as shown by the index. The three lowest indexed occupation groups are students (62), professional/technical (86), and administrative workers (91), which correspond to directly to both executive professionals and college graduates. Further, the index for college graduates (65) is well below the national average.

Table 6			
<b>Selected Occupation Data Chattanooga MMA<sup>a</sup></b>			
<b>Total Adult Population = 660,932</b>		<b>Base Index U.S. = 100</b>	
<b>Occupation</b>	<i>Population</i>	<i>%</i>	<i>Index</i>
Student	5,287	0.8	62
Professional/Technical	156,641	23.7	86
Administrative	89,887	13.6	91
Sales/Marketing	32,386	4.9	91
Clerical	56,179	8.5	93
Self Employed	10,575	1.6	107
Retired	118,307	17.9	113
Homemaker	99,140	15.0	116
Blue Collar	92,530	14.0	125

Table 7			
<b>Selected Education Data for Chattanooga MMA<sup>a</sup></b>			
<b>Total Adult Population = 660,932</b>		<b>Base Index U.S. = 100</b>	
<b>Education (1990 Census)</b>	<i>Population</i>	<i>%</i>	<i>Index</i>
Elementary (0-8 years)	99,468	17.5	168
High School (1-3 years)	106,857	18.8	131
High School (4 years)	167,674	29.5	98
College (1-3 years)	118,793	20.9	84
College (4+ years)	75,027	13.2	65
a. Data from The Lifestyle Market Analyst 2003 p.126			

**Age, Income, and Family Patterns.** Table 8 displays another set of demographic data for the Chattanooga MMA in 2003: age of head of household, household income, sex/marital status, and stage in family lifecycle. As with the prior tables, the index is provided comparing the local percentages to the national baseline benchmark of 100.

**Age.** On the national level, adults 18-44 have highest participation rates in outdoor recreation activities. In Chattanooga, however, the index of the age of head of household 18-44 are below the national baseline, whereas heads of household over the age of 45 are



Table 8

<b>Local Demographics by Household<sup>a</sup></b>			
<b>Total Households = 342,406</b>		<b>Base Index U.S. = 100</b>	
<b>Age of Head of Household</b>	<i>Households</i>	<i>%</i>	<i>Index</i>
18-24 years old	18,490	5.4	95
25-34 years old	55,127	16.1	97
35-44 years old	68,824	20.1	92
45-54 years old	71,563	20.9	100
55-64 years old	55,812	16.3	113
65-74 years old	40,062	11.7	109
75 years and older	32,871	9.6	95
Median Age = 49.1 years			
<b>Household Income</b>			
Under \$20,000	83,889	24.5	128
\$20,000-\$29,999	48,622	14.2	117
\$30,000-\$39,999	43,486	12.7	111
\$40,000-\$49,999	36,980	10.8	106
\$50,000-\$74,999	64,715	18.9	93
\$75,000-\$99,999	31,844	9.3	79
\$100,000 and over	32,529	9.5	63
Median Income	\$38,896		
<b>Sex/Marital Status</b>			
Single Male	59,236	17.3	87
Single Female	74,987	21.9	93
Married	208,183	60.8	108
<b>Stage in Family Lifecycle</b>			
Single, 18-34, No Children	28,420	8.3	77
Single, 35-44, No Children	15,408	4.5	76
Single, 45-64, No Children	35,268	10.3	94
Single, 65+ No Children	26,023	7.6	95
Married, 18-34, No Children	11,984	3.5	92
Married, 35-44, No Children	11,642	3.4	106
Married, 45-64, No Children	65,400	19.1	121
Married, 65+ No Children	41,431	12.1	108
Single, Any Child at Home	29,447	8.6	110
Married, Child Age Under 13	41,774	12.2	98
Married, Child Age 13-18	35,953	10.5	104

at the national average or above. These data reveal a population that is older than the national average, while it is a younger cohort that participates in outdoor recreation.

**Income.** Household income tells a similar story as the highest participation rates in outdoor recreation nationally are among those earning \$50,000 or more per year, whereas in Chattanooga the indexes of those earning over \$50,000 per year are all below the national average.

**Family Patterns.** The demographic for sex/marital status shows somewhat more optimistic data for Chattanooga. Nationally, parents and families have higher participation rates in outdoor recreation. As shown in Table 8, the index of married couples (108) is above the national baseline and single heads of households and married couples with children are at, or slightly higher than the national baseline. Unfortunately, those with *no children* at home are generally higher than the national average (married couples over the age of 35 *without* children have an Index of 121).

### **Narrative Comparison of Outdoor Recreation Opportunities in Five Communities**

In an effort to assess the degree to which the outdoor recreation assets in the Chattanooga region measure up (both in quality and variety) to other communities, we interviewed individuals from tourism agencies and marketing organizations in five communities with reputations for an outdoor lifestyle: Ashville, NC, Austin, TX, Boulder CO, Burlington, VT, and Portland OR. Table 9 describes selected assets in these communities for certain outdoor recreation activities, and Table 10 indicates that Chattanooga meets and exceeds the scope and magnitude of resources compared to these other regions.

Table 9  
Narrative Comparison of Outdoor Recreation Opportunities in Five Communities

	Austin	Portland	Burlington	Asheville	Boulder
Backpacking Hiking	Not popular though there are trailheads within 45mins	<b>*The Columbia River Gorge is 30-40mins from Portland. This along with the Willamette National Forest (1hr), Pinchot National Forest(90mins), Mt Hood National Forest(1hr) and Mt St. Helens(90mins), draws a lot of Backpackers and Hikers not all local.</b>	Some popularity. The Long trail and the Green Mountain National Forest are within 40 minutes. However, day hiking is more popular than backpacking	The Appalachian Trail, nationally renowned, can be accessed 30mins from downtown Asheville. Additionally the Piscah National Forest(35-45mins) is an excellent regional venue for backpackers. Finally Great Smokey national Park, nationally renowned, is within one hourc	Backpacking in Rocky Mountain National Park(1hr). Though the park is a national attraction day-hiking is a more popular activity among those living or staying in Boulder.
Biking	Austin is the Home of Lance Armstrong. The Town Lake hike and Bike Trail, which runs along both sides of Town lake, the partially dammed river that runs through central Austin serves as an excellent venue for cyclists. Cycling does have some national draw.	<b>*There are various bike lanes downtown along with Forest Park, which is the largest metropolitan park in the US and containe 75miles of hikable, bikable trails. Cycling is locally popular. 5000 commuters get to work by bike every day.</b>	<b>*Extensive city hike/bike path runs along the banks of Lake Champlain. Also the Causeway trail stretches 4miles into the lake from Colchester with a Bike Ferry that connects to Burlington. National Appeal</b>	The Scenic Blue Ridge Parkway, accessible within city limits, is popular among local cyclists. However, the BPR has no bike lanes so the extent to which it is a destination for non-regional residents is diminished.	The Boulder Creek Path, a 16mile bikeway in the heart of Boulder is very popular though there are other venues catering to all skill levels. Additionally, the altitude and whether draws serious cyclers to Boulder to train
Pleasure Boating	Lake Travis, 1.5 hours from Austin hosts pleasure boaters though the activity is only locally popular.	There is pleasure boating on the Willamette River which runs through the downtown area. This is another regionally popular activity	Developed Marina in Burlington as well as commercial tour cruises. Lake Champlain is a regional/national draw for east coast boaters, fisherman. Sailing is also very popular. a	Some boating can be found on Lake Lure, 22 miles south of Asheville. However, this is only a marginally popular activity because the lake is small.	Boulder Reservoir is a mid-sized lake on the outskirts of town that does allow for some pleasure boating though the activity is not extremely popular
Caving	6-7 show caves within a one day. One is Georgetown which is 45min. Though the area is not well known for caving. And the there is only novice to moderate terrain	There is caving within 3hrs of Portland though the area is not well known for its caving venues	Some can be found in the Champlain Valley 30-40 minutes from Burlington. However the venues are limited and at best, draw a local/regional crowd	Some caving can be found within 1hr, there are caving classes/tours available in Asheville but most cavers go to eastern Tenn where the cave system is more extensive.	No caving close to Boulder
Hunting	There is hunting within an hour of Austin though it does not seem to be nationally recognized	Hunting can be found within 45min of Portland though it is a regional activity of moderate popularity.	Extensive hunting located as close as 1hr from Burlington. The region has a some commercial infrastructure built around the hunting community. The region also hosts hunting tournaments.	Some hunting available with marginal regional popularity	There is hunting outside of Boulder though people don't generally stay in Boulder and commute to hunting spots.
Fishing	Fishing is popular on Lake Travis. There seems to be some limited commercial development of the sport	There is fishing on the Willamette River as well as myriad venues on local rivers. This is a popular local activity.	Plenty of interest in fishing on Lake Champlain. The lake hosts fishing tournaments. Some commercial infrastructure. High local interest.	Hazel Creek and Adams Creek (20-30mins) are good venues for fly-fishing. People also fish on Lake Lure. This is a regionally popular activity	Fishing is locally popular in the Boulder Reservoir and the Boulder Creek, which runs through downtown. There are other venues as well. There are several outfitters that offer fly-fishing lessons on Boulder Creek. The quality of instruction rather than the abundance of fish is what might draw some people to Boulder for fishing.

Table 9  
Narrative Comparison of Outdoor Recreation Opportunities in Five Communities

	Austin	Portland	Burlington	Asheville	Boulder
Hang Gliding	No	No	No	Grandfather Mountain(2hrs) is the only resonable close hang gliding venue. This activity has little regional appeal	There is at least one location 20-30 minutes away, near Golden, Colorado where people can hang glide though it does not seem that many people come to Boulder to hang-glide.
Walking/Running	<b>*The Barton Creek Greenbelt Trail, a 7.9 mile trail on the edge of Barton Creek which runs through downtown, draws many local residents who walk and run. This is a popular activity among those who live in Austin.</b>	<b>*Various hiking/running venues on Mt Hood and in the Columbia River Gorge catering to all abilities. The Portland region is fairly well-known for its hiking/running. Also Forest park, within the city limits is a popular destination.</b>	<b>*High Local popularity due to the areas moderate summer climate an extensive trail system along the banks of the Lake. Some national interest as the annual marathon is very popular</b>	Popular local activity but not as popular as it is in Boulder and Austin.	<b>*130 miles of trails in Boulder, variety of terrains. Additionally, the Chataqua Park Historic District offers miles of open trails for hiking and running. Day Hiking is very popular and does draw people from out of state to Boulder, which is one of two gateways to RMNP. Serious runners will train in Boulder (elevation) and there is a well known race the "Boulder Boulder" that is nationally known</b>
Horseback Riding	Not much local interest though there are venues in the areas surrounding the metropolitan area.	The Columbia River Gorge has various venues for Horseback riding and tours. This activity has moderate local appeal	Marginally popular among locals though interest is growing. Champlain Valley 30-40mins	There are several commercial stables within a 50mile radius from Asheville. This is a mildly popular local activity.	Can be found in Eldorado Canyon, which is 8 miles from Boulder though the activity is only marginally popular without diverse routes
Kayaking	Kayakers use Town Lake. This seems to be a very popular activity among locals. However, Town Lake also serves as a venue for Rowers. Large University Rowing teams will often train in Aystin during spring break because of the fair weather. Rowing then, is a national draw in Austin. There is, however, no whitewater kayaking in Austin	White-water kayaking can be found on the Salmon River 45min from Portland. There are other venues on the many rivers in the Portland region catering to all ability levels.b This is a regionally popular activity. Flat-water kayakers use the Willamette River though this activity is only moderately popular	Very popular activity among visitors to Lake Champlain and locals. Commercial infrastructure supplies rentals. National Draw though the summer season is very short. However, no white water kayaking is found around Burlington	The Pisgah National Forest(30-45mins) has novice to intermediate white-water kayaking venues. This is primarily a regionally popular activity	Boulder Reservoir allows for kayaking and the activity seems to have regional popularity. There is some commercial infrastructure in the form of rental outfits
Canoeing	Canoers also use Town Lake and Lake Travis though this activity is less popular than kayaking.	There is canoeing on the Willamette River though this activity has local appeal without any national draw.	Very popular activity among visitors to Lake Champlain and locals. Commercial infrastructure supplies rentals. National Draw	There is some canoeing within the city limits on the French Broad River. However, the river that runs through the city limits has only recently been cleaned up so locals only tentatively use it as a recreational venue	Some on Boulder Reservoir but not as popular as Kayaking

Table 9  
Narrative Comparison of Outdoor Recreation Opportunities in Five Communities

	Austin	Portland	Burlington	Asheville	Boulder
Mountain Biking	Can be found at the Emma Long Park Trail and the Rocky Hill Ranch Trail Park and the Barton Creek Greenbelt Trail (all within city limits). These areas are locally renowned.	*Forest Park, within the city limits has mountain bike trails of all difficulty levels. This is a popular regional activity among Portland residents. Also Columbia Rier Gorge and Gifford Pinchot contain a multitude of trails	Growing popularity though not a national draw. Killington (1hr) runs a mountain biking resort in the summer.	*Within the Pisccgah National Forest (30-45min) there are extensive trail systems that are suitable for most ability levels. This is a popular regional activity with a developing commercial infrastructure. Additionally, the Nanthala Forest(45min) is a good venue for more skilled bikers. <i>d</i>	Some in RMNP(1hr) and some within Boulder and the surrounding area (Chataqua Park District). However, this activity is not what Boulder is known for.
Rock Climbing	There are a few venues on the Barton Creek Greenbelt Trail and also at a place called Enchanted Rock (2hrs). Most of these venues do not offer extreme terrain. So there is little national appeal	There is rock-climbing in the Columbia River Gorge at different venues catering to moderate to experienced climbers. This is a regional activity with some commercial infrastructure in the form of tour groups and outfitters	Some venues with moderate terrain within 30-40miles. Locally popular. Some Commercial infrastructure. "Climb High" store in Burlington is a well-known vendor of climbing gear.	One can find rock climbing within 20-30mins of Asheville though the region is not known for having many extreme climbs. This is a regional attraction with popularity among Asheville residents who also can make use of an indoor climbing wall within the city. Looking glass rock, a venue claimed to be the "best rock climbing venue in NC" <i>e</i> is located within 1hr of the city limits.	<b>*Nationally Acclaimed Eldorado State Park is 8 miles from Boulder. This park caters to all levels, and draws a national crowd.</b>
Sky Diving	No but there is hot air ballooning	No	Some in Addison (30miles)	Not prevalent though Asheville does have an airport	The local airport does have some sky-diving but it is not as popular as Hot Air ballon rides or Glider Rides
Tubing	Within 1hr is the town of New Braunfels where tubing is very popular with multiple venues on the Texas River. This area has extensive regionally appeal though it doesn't seem to draw many national visitors	Some local interest during the summer, on the Willamette River but the water is too cold for most of the year	Again, like Canoeing etc. tubing is popular because Lake Champlain is one of the country's most well-known lakes.	There is tubing in the Piscah National Forest in one place. Though the French Broad River runs through town it is not an appropriate venue for tubing.	Tubers can enjoy Boulder Creek in the summer. Though no one comes to boulder specifically to tube, there is local and tourist-based interest in the activity
Whitewater Rafting	No. There aren't any whitewater rivers	The Salmon River and The Deschutes River allow for some premeir white water rafting. Both are within 90mins of Portland. There are various tour companies that run tours on these rivers for all ability levels.	No	<b>*On the French Broad River (a section approx 25miles from town) there are several venues that cater to novice-intermediate rafters, though more difficult venues can be found within range of Asheville. This activity is popular among tourists and locals and tour/outfitter companies can be found within Asheville.</b>	<b>*Tour companies host ratfing on the Arkansas and Colorado River as well as Clear Creek. Most of these tours are based in Idaho Springs a town within 1 hrs dirve of Boulder. Rapids encompassing all levels of difficulty can be found. This area is nationally known for whitewater rafting.</b>
Lake Boarding/Water Skiing	These are both very popular year-round activities on Lake Travis	some local appeal but the water temperature of the Willamette River does not lend itself to these sorts of water activities	Popular activity on Lake Champlain	There are no Lakes within close proximity big enough for these sports	Water Skiing Lessons are available at the Boulder resevoir but this activity is only marginally popular. Apparently the Resevoir is rather cold most of the year.

Table 9  
Narrative Comparison of Outdoor Recreation Opportunities in Five Communities

	Austin	Portland	Burlington	Asheville	Boulder
Swimming	<b>*Barton Springs Pool, a spring pool fed by a large underground aquifer, with a constant 68 degree temperature is a nationally known attraction. Swimming is popular among Austin Denizen. Additional venues include 47 public pools and Hamilton Pool (.5 hrs).</b>	See above	Several swim parks, maintained by the city can be found on Lake Champlain. Also Colchester and the Lake Islands host swimmers. However, the swim season is very short	No swimming on the French Broad River	Locally popular in the summer in Boulder Creek and Eldorado Springs(8 miles)
Winter Sports: Skiing, Sno-Shoeing, Ice Fishing, Boarding, Ice Climbing	No freezing	<b>*Huge. Mt Hood has year-round skiing which gives Portland an international reputation as a premier winter sport destination</b>	<b>*Huge. All of these winter sports can be found in the Area with great commercial infrastructure. Some rental agencies rent sno-shoes in the winter and kayaks in the summer</b>	Not much winter industry in Asheville though there is some skiing in the mountains.	<b>*Huge appeal and national recognition of down-hill skiing around Boulder. The other sports are also available though with less fanfare.</b>

Notes

- bold face** text denotes marquee-level attraction for this activity  
\* denotes what was labeled by the representative a regional "marquee activity"
- a. All lake/water sports at Lake Champlain could be said to have national appeal since the Lake itself is so widely known and is probably one of the best places in the country for any lake sport
  - b. This is what the representative from Portland Parks and Rec told me. However, the Gorp Website says that some rivers around Portland, such as the Clackamangas and Salmon Rivers are white-water hotspots with national appeal. you can refer to the Gorp website if you wish [http://gorp.away.com/gorp/location/or/pdx\\_acti.htm](http://gorp.away.com/gorp/location/or/pdx_acti.htm)
  - c. However, the P&R representative said that many who visit GSNP stay at the park itself rather than commuting from Asheville
  - d. Though the representative from Asheville said that it was unlikely that Asheville's Mt biking venues are nationally renowned, the Gorp Website (<http://gorp.away.com/gorp/location/nc/asheville.htm>) maintains that there is national interest within the right circles of northeastern bikers. The Asheville rep said that the proximity of venues for certain sports (white-water rafting, Mt Biking, Rock Cimbing) is what draws people to Asheville rather than the renown of any one venue.
  - e. Asheville Convention and Visitors Bureau: <http://www.exploreasheville.com/outdoor.htm#Mountain%20Biking>

**Table 10**  
**Outdoor Recreation Signature Lifestyle**  
**Comparative Analysis**

<b>Community→ ↓ Activity</b>	<b>Chattanooga TN</b>	<b>Asheville NC</b>	<b>Austin TX</b>	<b>Boulder CO</b>	<b>Burlington VT</b>	<b>Portland OR</b>
<b>Backpacking Hiking</b>	✓	✓	✓	✓	✓	✓
<b>Biking</b>	✓	✓	✓	✓	✓	✓
<b>Pleasure Boating</b>	✓	✓	✓	✓	✓	✓
<b>Caving</b>	✓	✓	✓	-	✓	-
<b>Hunting</b>	✓	✓	✓	✓	✓	✓
<b>Fishing</b>	✓	✓	✓	✓	✓	✓
<b>Hang Gliding</b>	✓	✓	-	✓	-	-
<b>Walking/Running</b>	✓	✓	✓	✓	✓	✓
<b>Horseback Riding</b>	✓	✓	✓	✓	✓	✓
<b>Kayaking</b>	✓	✓	✓	✓	✓	✓
<b>Canoeing</b>	✓	✓	✓	✓	✓	✓
<b>Mountain Biking</b>	✓	✓	✓	✓	✓	✓
<b>Rock Climbing</b>	✓	✓	✓	✓	✓	✓
<b>Sky Diving</b>	✓	-	✓	✓	✓	-
<b>Tubing</b>	✓	✓	✓	✓	✓	✓
<b>Whitewater Rafting</b>	✓	✓	-	✓	-	✓
<b>Wake Boarding/Water Skiing</b>	✓	-	✓	-	✓	-
<b>Swimming</b>	✓	-	✓	✓	✓	✓
<b>Snow Sports</b>	✓ (north AL)	✓	-	✓	✓	✓